Manitoba Transportation and Government Services

Supplementary Information for Legislative Review

2004-2005 Departmental Expenditure Estimates

Manitoba

104-05206/

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES

SUPPLEMENTARY INFORMATION

FOR LEGISLATIVE REVIEW

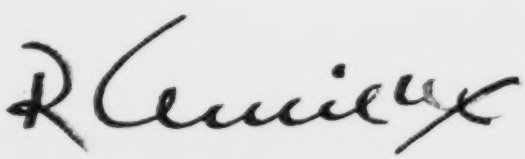
2004-2005 DEPARTMENTAL EXPENDITURE ESTIMATES

PREFACE

This document has been produced by the Department of Transportation and Government Services as a departmental supplement to its Printed Main Estimates. It is intended to provide background information on the Department which should complement the information already contained in the Printed Main Estimates.

The contents of the supplement are organized into six parts. The first part provides an overview of the Department of Transportation and Government Services' 2004/2005 budget requirements. The second part provides program and financial information including details of staffing requirements and expenditures. The information in Part Two is organized on the basis of existing main appropriations so that it will provide an easy cross reference to the Printed Main Estimates. Part Three provides a five year historical budget comparison. Part Four includes financial information regarding the capital investment of the Department. Part Five includes program and financial information relating to Special Operating Agencies. A standard glossary of terms is also included at the end of the document in Part Six.

It is hoped that this additional information will assist members of the Legislative Assembly in their examination of the Expenditure Estimates of the Department of Transportation and Government Services.



HONOURABLE RON LEMIEUX
MINISTER OF TRANSPORTATION
AND GOVERNMENT SERVICES

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PART 1

DEPARTMENTAL OVERVIEW

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES

MINISTER

HONOURABLE RON LEMIEUX

TRANSPORTATION

DEPUTY MINISTER

ANDREW T HOROSKO

VISION

A transportation system that is safe, efficient and supports the sustainable social and economic growth of the Province.

MISSION

To establish and manage provincial highways and northern airports, to regulate and licence users of the highway system, and to facilitate transportation services development.

ROLE

The principal role of Transportation is to provide the citizens of Manitoba with safe, efficient and environmentally compatible transportation systems which contribute to the sustainable economic growth and social well-being of the Province. The overall responsibilities include:

- planning and designing highway systems based on a comprehensive and integrated approach to the economy and environment;
- constructing and maintaining the highway infrastructure to a standard that provides for the safe, efficient and convenient movement of people, goods and services;
- developing and enforcing regulations pertaining to the use of the provincial highway network to achieve travel safety and protection of road infrastructure;
- promoting the safe operation of all types of vehicles on and off the road network through delivery of driver licencing, vehicle registration and safety programs;
- providing residents of northern and remote communities with safe and efficient air and marine services by operating ferries and airstrips in remote communities;
- developing policy options on provincial and inter-jurisdictional transportation issues;
- assisting municipal and local governments to develop and maintain local transportation infrastructure through the provision of grants and other support services; and
- administering transportation-related regulations through appropriate boards and committees.

GOVERNMENT SERVICES

DEPUTY MINISTER

GERRY BEREZUK

VISION

To be the recognized leader in the provision of accommodation and specialized support services to the public sector

MISSION

To excel in the delivery of:

Accommodation
Procurement and Distribution Services
Fleet and Air Transportation Services

ROLE

Government Services is charged with providing a wide range of central support services to Cabinet, Treasury Board, all departments and some agencies, boards, corporations, and commissions of the Manitoba Government. The primary responsibilities include:

- planning, design, acquisition/construction, and management of Government accommodations;
- acquisition, supply and management of common commodities and services such as air transportation, fleet vehicles, procurement, inventory management, radio and postal services;
- providing aviation support for Lifeflight programming and forest fire suppression;
- consulting with clients as to their needs and expectations;
- advising Cabinet and Treasury Board in the development of policies, procedures, and standards to provide effective and efficient service.

SCHEDULE 1

STATUTORY RESPONSIBILITIES OF THE MINISTER OF TRANSPORTATION AND GOVERNMENT SERVICES

Transportation

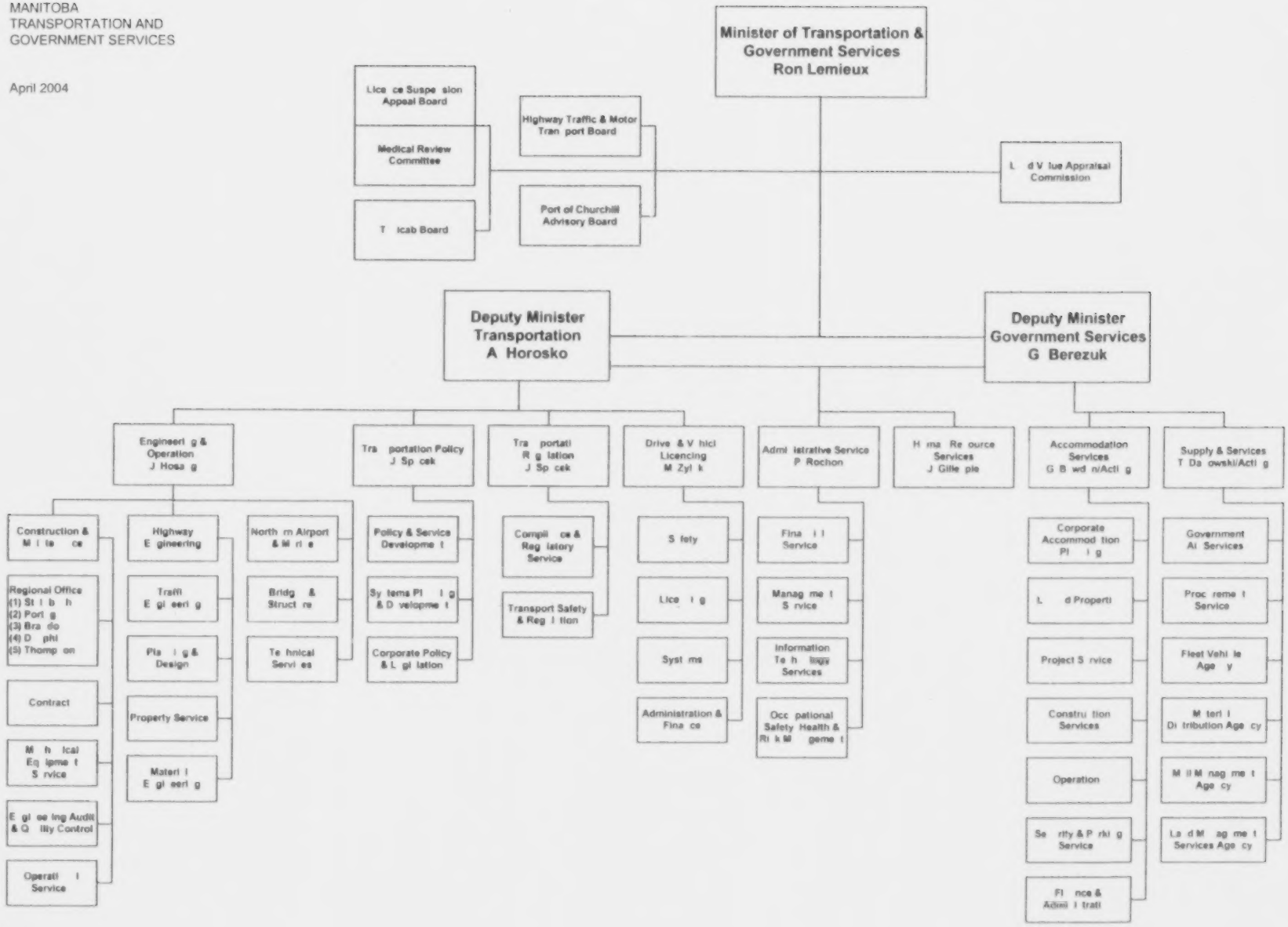
H40	The Highways and Transportation Act
H50	The Highways Protection Act
H60	The Highway Traffic Act
H65	The Highways and Transportation Construction Contracts Disbursement Act
O31	The Off-Road Vehicles Act
T10	The Taxicab Act
T140	The Trans-Canada Highway Act

Government Services

G70	The Government Air Services Act
G80	The Government House Act
G90	The Government Purchases Act
L40	The Land Acquisition Act
P300	The Public Works Act

MANITOBA
TRANSPORTATION AND
GOVERNMENT SERVICES

April 2004


Minister of Transportation & Government Services
Ron Lemieux
Lice ce Suspe sion Appeal Board
Medical Review Committee
T icab Board
Highway Traffic & Motor Tran port Board
Port of Churchill Advisory Board
L d V lue Appraisal Commission
Deputy Minister Transportation
A Horosko
Deputy Minister Government Services
G Berezuk
Engineeri g & Operation
J Hosa g
Tra portation Policy
J Sp cek
Tra portati R g lation
J Sp cek
Drive & V hicl Licencing
M Zyl k
Admi istrative Service
P Rochon
H ma Re ource Services
J Gille ple
Accommodation Services
G B wd n/Acti g
Supply & Services
T Da owski/Acti g
Construction & M l te ce
Regional Office
(1) St l b h
(2) Port g
(3) Bra do
(4) D phi
(5) Thomp on
Contract
M h ical Eq ipme t S rvice
E gi ee ing Audit & Q lity Control
Operati l Service
Highway E gineering
Traffi E gi eeri g
Pla i g & Design
Property Service
Materi l E gi eeri g
North rn Airport & M ri e
Bridg & Struct re
Te hnical Servi es
Policy & Service Developme t
Sy tems Pl i g & D velopme t
Corporate Policy & L gi lation
Compli ce & Reg latory Service
Transport Safety & Reg l tion
S fety
Lice i g
Syst ms
Administration & Fina ce
Fina i l Service
Manag me t S rvice
Information Te h logy Services
Occ pational Safety Health & Ri k M geme t
Corporate Accommod tion Pl i g
L d Properti
Project S rvice
Constru tion Services
Operation
Se rity & P rki g Service
Fi nce & Admi i trati
Government Ai Services
Proc reme t Service
Fleet Vehi le Age y
M teri l Di tribution Age cy
M il M nag me t Age cy
La d M ag me t Services Age cy

SCHEDULE 3

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
SUMMARY OF PROGRAMS

	ESTIMATES OF EXPENDITURE 2004/05 $(000s)	CHANGE FROM 2003/04 %	ESTIMATES OF EXPENDITURE 2003/04 $(000s)*
1. Administration and Finance	**9,539.4**	1.0	9,442.0
2. Highways and Transportation Programs	**65,725.8**	(1 7)	66,860.6
3. Government Services Programs	**38,073.1**	2.3	37,202.5
4. Infrastructure Works	**125,609.9**	1.8	123,398.3
5. Costs Related to Capital Assets	**145,824.8**	1.8	143,238.3
TOTAL APPROPRIATIONS FOR TRANSPORTATION AND GOVERNMENT SERVICES	**384,773.0**	1.2	380,141 7

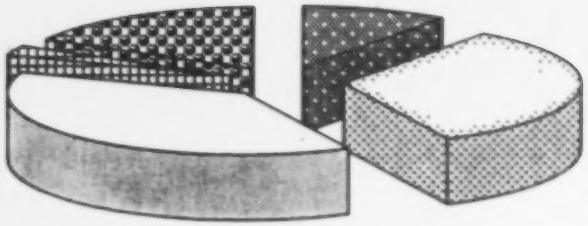
Summary of Expenditure Appropriations

Operating Expenditures	**237,648.2**	0.9	235,453.4
Capital Grants	**1,300.0**	(10.3)	1 450.0
Costs Related to Capital Assets:			
General Assets	**26,119.3**	1.5	25,724.6
Infrastructure Assets	**119,705.5**	1.9	117,513.7
TOTAL APPROPRIATIONS FOR TRANSPORTATION AND GOVERNMENT SERVICES	**384,773.0**	1.2	380,141 7

*Reconciliation Statement - $(000s)

Printed Estimates of Expenditure 2003/04	341,067.9
Transfer of functions to:	
Culture, Heritage and Tourism	(24.0)
Industry Economic Development and Mines	(1,580.8)
Water Stewardship	(110.3)
Transfer of functions from:	
Finance Re: Public Debt	54,092.0
Enabling Appropriations Re: 2003/04 General Salary Increase	3,649.1
Allocation of funds to:	
Energy Science and Technology	(155.1)
Restatement of Infrastructure Expenditures:	
Less: to Part B Capital Investment	(80,218.8)
Add: Amortization of Infrastructure Assets to March 31 2004	63,421.7
Estimates of Expenditure 2003/04 (Adjusted)	380,141 7

Percentage Distribution of Expenditures by Division
Chart 1


Highways and Transportation Programs 17%
Government Services Programs 10%
Administration and Finance 2%
Infrastructure Works 33%
Costs Related to Capital Assets 38%

SCHEDULE 4

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
EXPENDITURE SUMMARY
BY SALARY, OPERATING, RECOVERIES, GRANTS, AMORTIZATION AND INTEREST

ELEMENT	ESTIMATES OF EXPENDITURE 2004/05 $(000'S)	ESTIMATES OF EXPENDITURE 2003/04 $(000'S)
Salaries & Employee Benefits (Details on Schedule 5)	**129,421.3**	134 739.0
OPERATING EXPENDITURES	**114,899.8**	112,693.7
(Less Recoverable from Other Appropriations)	**(117,434.3)**	(113,877 4)
GRANTS	**1,941 1**	1,941 1
INFRASTRUCTURE WORKS (LESS Salaries & Recoveries)	**110,120.3**	101 407.0
AMORTIZATION EXPENSE	**80,132.7**	78,570.4
(Less Recoverable from Other Appropriations)	**(3,176.0)**	(2,166.9)
INTEREST EXPENSE	**68,868.1**	66,834.8
TOTAL	**384,773.0**	380,141 7

SCHEDULE 5

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
FULL-TIME EQUIVALENT SUMMARY BY APPROPRIATION

NO.	APP NO.	DIVISION/BRANCH	ESTIMATES OF EXPENDITURE 2004/05 $(000'S) FTE	ESTIMATES OF EXPENDITURE 2004/05 $(000'S) SALARIES*	ESTIMATES OF EXPENDITURE 2003/04 $(000'S) FTE	ESTIMATES OF EXPENDITURE 2003/04 $(000'S) SALARIES
15.1	15-1	Administration and Finance				
	(a)	Minister's Salary	**1.00**	**29.4**	1.00	29.0
	(b)	Executive Support	**12.00**	**861.2**	12.00	823.3
	(c)	Administrative Services	**10.00**	**601.9**	10.00	581 1
	(d)	Financial Services	**19.00**	**1,086.6**	22.00	1 183.4
	(e)	Human Resource Services	**26.75**	**1,548.5**	26.75	1 490.8
	(f)	Information Technology Services	**38.00**	**2,854.2**	40.00	2,827.0
	(g)	Occupational Safety Health and Risk Management	**7.00**	**399.6**	7.00	386.3
	(h)	Lieutenant Governor's Office	**3.50**	**181.7**	3.50	171 4
		TOTAL	**117.25**	**7,563.1**	122.25	7 492.3
15.2	15-2	Highways and Transportation Programs				
	(a)	Management Services	**10.00**	**694.8**	10.00	670.3
	(b)	Operations and Contracts	**45.00**	**2,556.4**	45.00	2,400.9
	(c)	Bridges and Structures	**37.00**	**2,205.5**	37.00	2,475.9
	(d)	Transportation Safety and Regulatory Services	**77.31**	**3,871.6**	77.31	3,681.3
	(e)	Regional Offices				
		(1) Eastern Region	**50.00**	**2,480.9**	50.00	2,710.1
		(2) South Central Region	**47.00**	**2,290.6**	47.00	2,509.1
		(3) South Western Region	**45.00**	**2,478.2**	45.00	2,454.0
		(4) West Central Region	**37.00**	**1,935.8**	37.00	1,995.2
		(5) Northern Region	**30.00**	**1,714.3**	30.00	1,858.7
	(f)	Other Jurisdictions	**14.00**	**646.6**	14.00	624.0
	(g)	Planning and Design	**30.50**	**1,757 1**	30.50	1 789.1
	(h)	Northern Airports & Marine Services	**95.50**	**4,884.9**	83.10	4,140.7
	(i)	Materials Engineering	**38.00**	**2,247.7**	38.00	2,167.0
	(j)	Traffic Engineering	**18.00**	**1,032.4**	18.00	987.3
	(k)	Policy Planning and Development	**27.50**	**1,857.4**	27.50	1,775.7
	(l)	Driver and Vehicle Licencing	**148.33**	**6,777.5**	296.65	13,533.0

SCHEDULE 5

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
FULL-TIME EQUIVALENT SUMMARY BY APPROPRIATION

NO.	APP NO.	DIVISION/BRANCH	ESTIMATES OF EXPENDITURE 2004/05 $(000'S) FTE	ESTIMATES OF EXPENDITURE 2004/05 $(000'S) SALARIES*	ESTIMATES OF EXPENDITURE 2003/04 $(000'S) FTE	ESTIMATES OF EXPENDITURE 2003/04 $(000'S) SALARIES
	(m)	Boards and Committees				
		(1) Motor Transport and Highway Traffic Boards	**3.00**	**250.4**	4.00	315.3
		(2) Licence Suspension Appeal Board And Medical Review Committee	**2.00**	**217.5**	3.00	247.9
		(3) Taxicab Board	**9.00**	**493.2**	9.00	460.7
		TOTAL	**764.14**	**40,392.8**	902.06	46,796.2
15.3	15-3	Government Services Programs				
	(a)	Accommodation Development	**44.18**	**2,810.5**	44.18	2,794.0
	(b)	Workshop/Renovations	**46.60**	**2,358.7**	46.60	2,313.2
	(c)	Physical Plant	**357.09**	**16,812.5**	357.09	16,312.5
	(e)	Property Services	**10.00**	**533.2**	10.00	520.5
	(f)	Security and Parking	**100.79**	**4,138.5**	96.79	3,832.7
	(i)	Procurement Services	**32.60**	**1,812.4**	37.60	2,000.8
	(j)	Government Air Services	**78.00**	**5,771.4**	78.00	5,614.9
		TOTAL	**669.26**	**34,237.2**	670.26	33,388.6
15.4	15-4	Infrastructure Works				
	(a)	Maintenance Program	**988.02**	**40,587.0**	988.02	39,489.4
	(b)	Mechanical Equipment Services	**172.73**	**5,705.3**	186.13	6,663.9
	(d)	Work in Municipalities, LGD's and Unorganized Territory	**25.00**	**935.9**	25.00	908.6
		TOTAL	**1,185.75**	**47,228.2**	1 199.15	47,061.9
		TOTAL FOR DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES	**2,736.40**	**129,421.3**	2,893.72	134,739.0

*All salary figures, with the exception of the Minister's, include employee benefits as defined in the glossary

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
FULL-TIME EQUIVALENT SUMMARY 2004/2005
BY STAFF CATEGORY

Categories	Division									
	Administration and Finance		Highways and Transportation Programs		Government Services Programs		Infrastructure Works		TOTAL	
	FTE	$	FTE	$	FTE	$	FTE	$	FTE	$
Managerial	10 00	837 3	29 00	2 402 3	18 00	1 348 6	1 00	72 6	**58 00**	**4 660 8**
Professional/ Technical	55 00	3 728 6	459 50	25 548 3	586 66	28 598 0	1 151 75	41 363 9	**2 252 91**	**99 238 8**
Administrative Support	52 25	2 396 9	275 64	11 308 6	64 60	2 769 3	33 00	1 363 2	**425 49**	**17 838 0**
Board Members				216 8						**216 8**
TOTAL	**117 25**	**6,962 8**	**764 14**	**39,476 0**	**669 26**	**32,715 9**	**1,185 75**	**42,799 7**	**2,736 40**	**121,954 4**

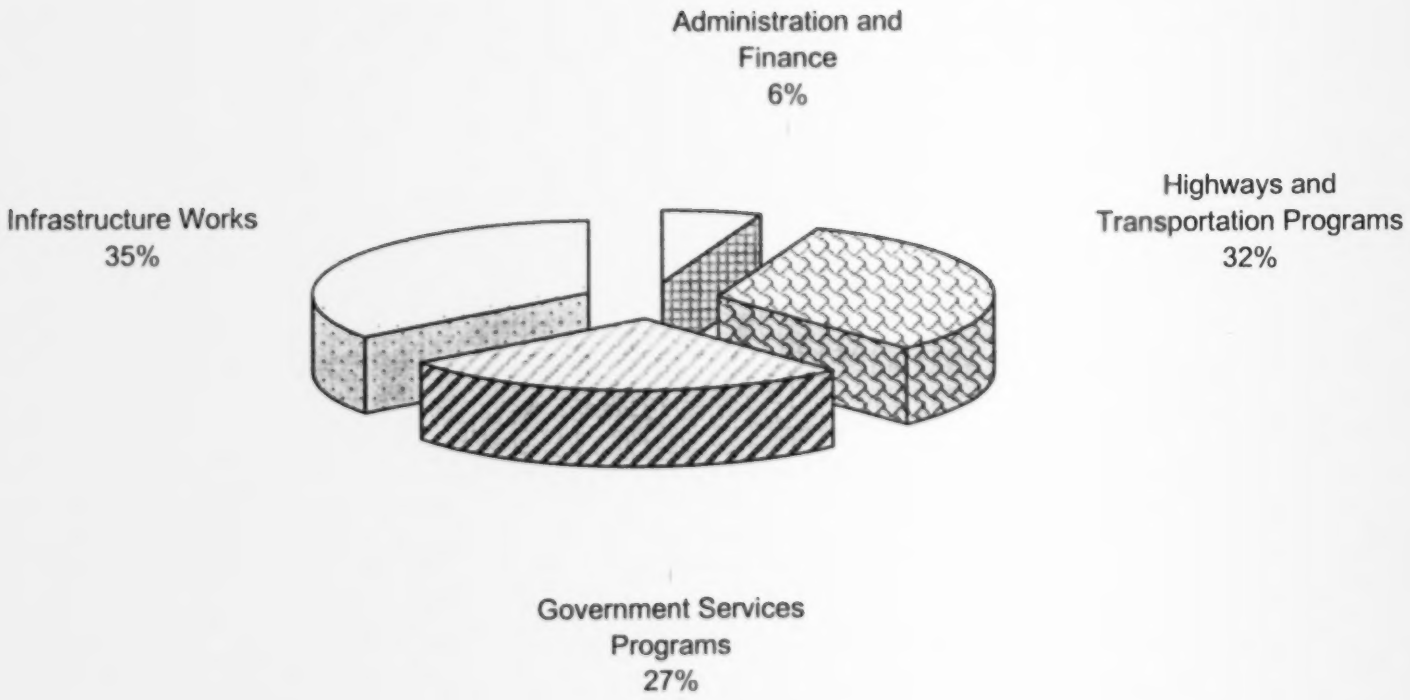
EXPLANATION.

1 Fractions of full time equivalent represent weeks of employment For example 0 50 FTE means 26 weeks of employment

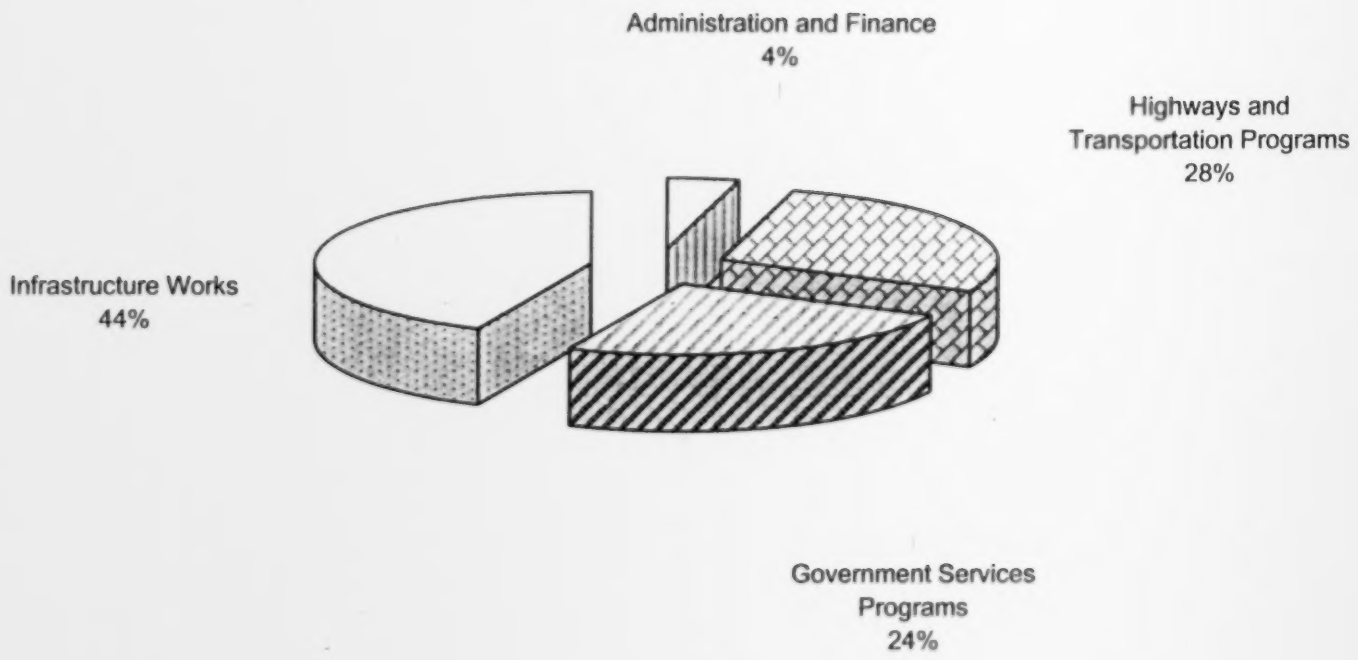
2 Reconciliation of Salary Amounts

Total Salary Costs per above	121 954 4
Employee Benefits	13 299 8
Allowance for Staff Turnover	(5,833 0)
Net Salary Costs per Schedule 5	129,421 3

Percentage Distribution of Salaries
Chart 2



Percentage Distribution of Full Time Equivalents
Chart 3



PART 2

PART A - PROGRAM AND FINANCIAL INFORMATION

As a result of Government's decision to implement a financial budgeting and reporting model for infrastructure capital assets, the Department's funding is separated into two votes. Part A Expenditures provide for the overall operation and preservation of the provincial transportation system. Investment is focused on surface repair and preventative maintenance such as micro-surfacing, route and crackfill and sealcoating, along with operational activities like snow and ice control, pavement marking and sign replacement. It also includes the amortization and interest expense on the Province's transportation systems assets. Transportation systems assets include all Provincial Trunk Highways (PTH's), Provincial Roads (PR's), all bridges, structures, and northern airport runways.

Part B provides for capital investment in the Province's infrastructure assets. Projects include: (1) total rehabilitation of existing roads; (2) new construction such as twinning, intersection improvements, interchanges, etc., (3) Federal/Provincial projects such as Strategic Highway Improvement Program (SHIP) and Prairie Grain Roads Program (PGRP) and Airport Capital Assistance Program (ACAP).

Resolution No	Approp. No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2004/05 $(000's)**	Estimates of Expenditure 2003/04 $(000's)
15.1	1	ADMINISTRATION AND FINANCE	**9,539.4**	9,442.0

- Coordinates the departmental administration and planning process, policies and programs, manages the communication and planning programs and provides for the departmental occupational safety and health and risk management programs.
- Develops and administers corporate financial policy and oversight, provides centralized accounting services, financial planning and review services and financial reporting services, administers the accommodation cost recovery program.
- Provides human resource management services in the areas of training, career counselling, resource planning, job classification, labour relations, staffing and payroll and benefits administration.
- Coordinates information systems activities within the department to ensure appropriate deployment of related resources in addressing management information needs.
- Provides administrative oversight for the Highway Traffic & Motor Transport Board, the Taxicab Board, the License Suspension Appeal Board, pay indemnities for the Land Value Appraisal Commission and provides for Lt. Governor's Office expense.

a) Minister's Salary	**29.4**	29.0
b) Executive Support	**984.5**	946.6
c) Administrative Services	**813.4**	792.6
d) Financial Services	**1,472.8**	1,566.2
e) Human Resource Services	**1,780.4**	1 704.2
f) Information Technology Services	**3,656.4**	3,629.2
g) Occupational Safety Health and Risk	**483.2**	465.2
h) Lieutenant Governor's Office	**291.9**	281.6
i) Land Value Appraisal Commission	**27.4**	27 4
	9,539.4	9,442.0

SUB-APPROPRIATION 15-1A

M...STER'S SALARY

Provides for the additional compensation to which an individual appointed to the Executive Council is entitled.

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**29.4**	1.00	29.0

SUB-APPROPRIATION 15-1B

EXECUTIVE SUPPORT

OBJECTIVES:

To provide executive management direction and monitoring for the Department.

To provide administrative support for the Minister and Deputy Ministers.

ACTIVITY IDENTIFICATION:

Advises the Minister on all aspects of policy affecting the Department.

Coordinates and manages the activities of the Department.

Provides administrative support for the offices of the Minister and Deputy Ministers.

EXPECTED RESULTS:

The development of departmental policy positions.

The management of departmental activities and projects.

The delivery of administrative services to the offices of the Minister and Deputy Ministers.

SUB-APPROPRIATION 15-1B

EXECUTIVE SUPPORT

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**269.4**	2.00	247.6
Professional/Technical	**2.00**	**113.8**	2.00	110.5
Administrative Support	**8.00**	**388.7**	8.00	378.7
Employee Benefits		**99.1**		96.2
	12.00	**871.0**	12.00	833.1
Less: Allowance for Staff Turnover		**(9.8)**		(9.8)
Total Salaries & Employee Benefits	**12.00**	**861.2**	12.00	823.3
OTHER EXPENDITURES				
Transportation		**50.5**		50.5
Communication		**23.7**		23.7
Supplies and Services		**26.6**		26.6
Other Operating		**22.5**		22.5
Total Other Expenditures		**123.3**		123.3
TOTAL SUB-APPROPRIATION		**984.5**		946.6

SUB-APPROPRIATION 15-1C

ADMINISTRATIVE SERVICES

OBJECTIVES:

To develop, monitor and evaluate management policies, systems and procedures.

To meet the needs of internal clients for planning, administrative and project services.

ACTIVITY IDENTIFICATION:

Provide corporate management direction through the Office of the Assistant Deputy Minister Administration and Finance.

Provide internal client services in the following areas:

- Coordinate annual departmental planning activities, as well as integrating performance measurement activities.
- Provide internal and external communication services and support, prepare communication items such as the department newsletter speaking notes and coordinated responses to information requests.
- Manage the development and coordination of the department's major information documents and records, including annual plans, briefing books and accomplishment reports.
- Lead the development of administrative policies and procedures as required, and provide specialized administrative services such as FIPPA management.
- Provide project management services (facilitation, coordination, report preparation).

EXPECTED RESULTS:

Provision of effective and timely executive direction and support that enables the appropriate utilization and management of department resources.

Provision of services that internal clients agree are functional, relevant and of assistance in meeting their own objectives and requirements.

Completion of the annual planning process resulting in a current departmental record of budget, operations and information technology plans.

SUB-APPROPRIATION 15-1C

ADMINISTRATIVE SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**169.1**	2.00	164.2
Professional/Technical	**1.00**	**63.7**	1.00	61.8
Administrative Support	**7.00**	**319.4**	7.00	307.2
Employee Benefits		**61.7**		59.9
	10.00	**613.9**	10.00	593.1
Less: Allowance for Staff Turnover		**(12.0)**		(12.0)
Total Salaries & Employee Benefits	**10.00**	**601.9**	10.00	581 1
OTHER EXPENDITURES				
Transportation		**9.3**		9.3
Communication		**66.7**		66.7
Supplies and Services		**111.3**		111.3
Other Operating		**24.2**		24.2
Total Other Expenditures		**211.5**		211.5
TOTAL SUB-APPROPRIATION		**813.4**		792.6

SUB-APPROPRIATION 15-1D

FINANCIAL SERVICES

OBJECTIVES:

To maintain an active comptrollership function by ensuring that financial and administrative policies, services and reporting systems are both developed and administered to effectively meet management and internal requirements.

To provide central financial management services in accordance with governing legislation and to establish financial administration policies and procedures.

ACTIVITY IDENTIFICATION:

Plans, organizes and evaluates departmental financial administration and management activities comprising comprehensive budget estimates planning and support services, financial forecasting and reporting, processing receipts and disbursements, appropriation control, asset accounting and provision of functional direction on financial and administrative policies and procedures and practices to divisional staff.

Maintains key activities essential to fulfilling requirements under the Financial Administration Act, The Appropriations Act(s), Treasury Board directives and central government and departmental policies.

Manages an Accommodation Cost recovery system that allocates charges to all tenants that occupy owned or leased office and warehouse space.

EXPECTED RESULTS:

Provision of an active comptrollership function, ensuring that financial and administrative matters are handled effectively and efficiently while complying with government policies and procedures.

Development and distribution of the Department's main estimates.

Improvement of fiscal management, accountability and control over departmental resources through enhancement of program and management reporting, and provision of timely and accurate decision making information to the departmental executive.

Provision of comprehensive and timely reports relative to departmental expenditures and revenues.

Delivery of an accommodation cost recovery process including establishing and amending relative policies and administrative procedures.

SUB-APPROPRIATION 15-1D

FINANCIAL SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**84.0**	1.00	81.6
Professional/Technical	**8.00**	**482.6**	9.00	512.7
Administrative Support	**10.00**	**439.0**	12.00	497.8
Employee Benefits		**111.0**		121.3
	19.00	**1,116.6**	22.00	1,213.4
Less: Allowance for Staff Turnover		**(30.0)**		(30.0)
Total Salaries & Employee Benefits	**19.00** [1]	**1,086.6**	22.00	1 183.4
OTHER EXPENDITURES				
Transportation		**13.0**		13.0
Communication		**53.4**		53.4
Supplies and Services		**246.7**		246.7
Other Operating		**73.1**		69.7
Total Other Expenditures		**386.2**		382.8
TOTAL SUB-APPROPRIATION		**1,472.8**		1,566.2

Explanation:

1 Elimination of vacant positions.

SUB-APPROPRIATION 15-1E

HUMAN RESOURCE SERVICES

OBJECTIVES:

To effectively meet the human resource needs of the total Department through the provision of comprehensive Human Resource programs, payroll and benefits administration employee information systems, workforce renewal and Employment Equity and Diversity initiatives.

ACTIVITY IDENTIFICATION:

Provides professional expertise to the department in the areas of human resource planning, training and development, recruitment and selection, classification, labour relations, employee relations, and pay and benefits documentation and administration. Represents the department in collective agreement bargaining with the MGEU and OPEEPM. Provides consultation and expertise in the areas of organizational design and change management.

Represents the department in all human resource initiatives with central/external agencies.

Coordinates and integrates the departmental Employment Equity program.

EXPECTED RESULTS:

To recruit qualified staff to employment opportunities using current assessment techniques that accurately match position and applicant knowledge, skills and abilities.

To classify new and changed positions under delegated and non-delegated authority to reflect appropriate and consistent classification within the department and throughout government.

To promote an employee relations environment that encourages early intervention and appropriate resolution of workplace issues.

To deliver payroll and benefit services to staff.

To develop and deliver in-house training programs and educational assistance programs to enhance the knowledge, skills and abilities of individuals; the corporate culture of the department and the sustainability of employment of department employees.

To provide Employment Equity Strategies to enhance the retention of designated group employees.

SUB-APPROPRIATION 15-1E

HUMAN RESOURCE SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**79.0**	1.00	76.7
Professional/Technical	**13.00**	**741.6**	13.00	710.0
Administrative Support	**12.75**	**607.2**	12.75	587.8
Employee Benefits		**153.7**		149.2
	26.75	**1,581.5**	26.75	1,523.8
Less: Allowance for Staff Turnover		**(33.0)**		(33.0)
Total Salaries & Employee Benefits	**26.75**	**1,548.5**	26.75	1 490.8
OTHER EXPENDITURES				
Transportation		**15.0**		15.0
Communication		**24.7**		24.7
Supplies and Services		**105.0**		105.0
Other Operating		**87.2**		68.7
Total Other Expenditures		**231.9**		213.4
TOTAL SUB-APPROPRIATION		**1,780.4**		1 704.2

SUB-APPROPRIATION 15-1F

INFORMATION TECHNOLOGY SERVICES

OBJECTIVES:

To evaluate, develop, implement, maintain, monitor and operate automated and related manual information exchange and processing systems that meet the Department's needs in both the short-term and long-term.

ACTIVITY IDENTIFICATION:

Prepare department information technology system plans.

Provide consultative services to senior management.

Conduct business process analysis and recommend changes or improvements as appropriate.

Design, acquire, develop, implement, deploy and maintain all automated information systems and equipment in the Department.

Provide centralized computer operations.

Provide policy direction, training and operational support to staff in the area of information systems management.

Provide data security business resumption support, and general security awareness as it applies to information technology within the Department and within the Government.

EXPECTED RESULTS:

The development of departmental plans for use of information technology in support of business requirements.

The evaluation, development, implementation and maintenance of effective automated systems and facilities.

The delivery of effective automation support functions.

SUB-APPROPRIATION 15-1F

INFORMATION TECHNOLOGY SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**86.9**	1.00	84.4
Professional/Technical	**31.00**	**2,326.9**	33.00	2,314.9
Administrative Support	**6.00**	**233.2**	6.00	226.4
Employee Benefits		**292.2**		286.3
	38.00	**2,939.2**	40.00	2,912.0
Less: Allowance for Staff Turnover		**(85.0)**		(85.0)
Total Salaries & Employee Benefits	**38.00** [1]	**2,854.2**	40.00	2,827.0
OTHER EXPENDITURES				
Transportation		**10.5**		10.5
Communication		**20.5**		20.5
Supplies and Services		**336.2**		336.2
Other Operating		**435.0**		435.0
Total Other Expenditures		**802.2**		802.2
TOTAL SUB-APPROPRIATION		**3,656.4**		3,629.2

Explanation:

1 Elimination of vacant positions.

SUB-APPROPRIATION 15-1G

OCCUPATIONAL SAFETY, HEALTH AND RISK MANAGEMENT

OBJECTIVES:

Management of risks to the department and the safety health and well being of employees, visitors and the public arising out of the work activities performed by or on behalf of the Department.

ACTIVITY IDENTIFICATION:

Maintain existing occupational safety health and risk management programs and support services. Major programs include; Fleet and Equipment Operator Safety Health and Wellness, First Aid/CPR and WCB Claims Management. Major risk management activities include; facilitating hazard identification, assessment and control initiatives and the implementation of systems for the management of contract employer's safety as required by Manitoba's Workplace Safety and Health Act.

Co-ordination of Sustainable Development activities within Transportation Divisions.

Implementation of revised and new occupational safety health and risk management policies and programs.

Evaluation of existing Program to ensure full compliance with the requirements of the Workplace Safety and Health Act and implementation of required training.

EXPECTED RESULTS:

Management of occupational safety and health and related losses.

Development of Sustainable Development Action Plan and implementation of identified initiatives.

Successful implementation of revised and new occupational safety health and risk management policies and programs.

Compliance with the Workplace Safety and Health Act W210.

SUB-APPROPRIATION 15-1G

OCCUPATIONAL SAFETY, HEALTH AND RISK MANAGEMENT

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**55.7**	1.00	54.0
Administrative Support	**6.00**	**306.8**	6.00	296.3
Employee Benefits		**39.1**		38.0
	7.00	**401.6**	7.00	388.3
Less: Allowance for Staff Turnover		**(2.0)**		(2.0)
Total Salaries & Employee Benefits	**7.00**	**399.6**	7.00	386.3
OTHER EXPENDITURES				
Transportation		**15.5**		15.5
Communication		**4.5**		4.5
Supplies and Services		**25.6**		25.6
Other Operating		**38.0**		33.3
Total Other Expenditures		**83.6**		78.9
TOTAL SUB-APPROPRIATION		**483.2**		465.2

SUB-APPROPRIATION 15-1H

LIEUTENANT GOVERNOR'S OFFICE

OBJECTIVES:

To provide support staff and related expenditures for operations of the Office of the Lieutenant Governor

ACTIVITY IDENTIFICATION:

The Lieutenant Governor summons and prorogues the Legislative Assembly gives Royal Assent to Legislation and approves Orders-in-Council.

The Administration appropriation provides staff, office operating expenses, incidental and domestic allowances to enable the Lieutenant Governor to fulfil the official duties and functions of the position.

EXPECTED RESULTS:

The delivery of administrative services to the Office of the Lieutenant Governor

SUB-APPROPRIATION 15-1H

LIEUTENANT GOVERNOR'S OFFICE

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**63.8**	1.00	61.9
Administrative Support	**2.50**	**102.6**	2.50	94.7
Employee Benefits		**17.4**		16.9
	3.50	**183.8**	3.50	173.5
Less: Allowance for Staff Turnover		**(2.1)**		(2.1)
Total Salaries & Employee Benefits	**3.50**	**181.7**	3.50	171 4
OTHER EXPENDITURES				
Transportation		**19.2**		19.2
Communication		**13.6**		13.6
Supplies and Services		**48.2**		48.2
Other Operating		**29.2**		29.2
Total Other Expenditures		**110.2**		110.2
TOTAL SUB-APPROPRIATION		**291.9**		281.6

SUB-APPROPRIATION 15-1I

LAND VALUE APPRAISAL COMMISSION

OBJECTIVES:

To act as an independent group to review government land purchases and expropriations in accordance with the Land Acquisition Act and the Expropriation Act.

ACTIVITY IDENTIFICATION:

Determines and certifies due compensation for the acquisition of land by any designated authority with the power of purchase or expropriation.

Provides "Reasons" with respect to decisions involving contentious matters for publishing in the Canada Law Book "Land Compensation Reports"

Reviews land transfer agreements handled by Land management Services with values in excess of predetermined amounts in an administrative rather than adjudicatory role.

EXPECTED RESULTS:

Issuance of certificates within 14 days of a hearing including fair market value and award of due compensation for any losses, damages and costs incurred.

Public hearings within 2 weeks after receipt of a request involving an agreement and within 8 weeks for a non-agreement.

SUB-APPROPRIATION 15-1I

LAND VALUE APPRAISAL COMMISSION

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
Total Other Expenditures		**27.4**		27 4
TOTAL SUB-APPROPRIATION		**27.4**		27 4

Resolution No	Approp. No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2004/05 $(000's)**	Estimates of Expenditure 2003/04 $(000's)
15.2	2.	HIGHWAYS AND TRANSPORTATION PROGRAMS	**65,725.8**	66,860.6

- Provides central management services and specialized functional support in contract administration, bridge design and engineering to the Department's construction, maintenance and preservation programs, winter roads and municipal assistance programs.
- Provides for safe movement of vehicular traffic on Manitoba Highways by the enforcement of safety regulations.
- Provides program management, planning and highway design to support the development of the primary and secondary roads system.
- Provides for the operation and maintenance of provincial airports and ferries in Northern Manitoba.
- Provides technical services in materials engineering activities and traffic engineering.
- Provides policy advice, planning, research and co-ordination for all modes of freight and passenger activity Provides federal/provincial, inter-provincial and industry liaison.
- Provides programs for the licencing of drivers and vehicles through MPI and collects revenues provided for in The Highway Traffic Act.
- Regulates motor carriers, administers The Highway Protection, Highway Traffic and Off-Road Vehicles Acts; provides an appeal procedure for citizens whose driving privileges have been suspended; regulates taxicab, limousine and handivan licencing within the City of Winnipeg.

Resolution No	Approp. No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2004/05 $(000's)**	Estimates of Expenditure 2003/04 $(000's)
15.2	2.	HIGHWAYS AND TRANSPORTATION PROGRAMS	**65,725.8**	66,860.6
		a) Management Services	**768.0**	743.5
		b) Operations and Contracts	**3,177.0**	2,985.5
		c) Bridges and Structures	**2,418.7**	2,636.9
		d) Transportation Safety and Regulatory Services	**4,865.4**	4,574.3
		e) Regional Offices		
		1) Eastern Region Office	**3,064.4**	3,252.6
		2) South Central Region Office	**2,906.3**	3,144.1
		3) South Western Region Office	**3,045.5**	2,972.5
		4) West Central Region Office	**2,382.1**	2,441.5
		5) Northern Region Office	**2,251.2**	2,389.3
		6) Less: Recoverable from other appropriations	**(1,252.8)**	(1,252.8)
		f) Other Jurisdictions	**1,273.1**	1,250.5
		g) Planning and Design	**2,227.4**	2,243.6
		h) Northern Airports and Marine Services	**7,901.6**	6,826.0
		i) Materials Engineering	**1,748.2**	1,666.2
		j) Traffic Engineering	**1,234.8**	1 188.3
		k) Policy Planning and Development	**3,838.0**	3,442.9
		l) Driver and Vehicle Licencing	**22,495.2**	24,937.8
		m) Boards and Committees		
		1) Motor Transport and Highway Traffic Boards	**439.5**	500.3
		2) Licence Suspension Appeal Board and Medical Review Committee	**305.7**	334.7
		3) Taxicab Board	**611.5**	557.9
		4) Port of Churchill Advisory Board	**25.0**	25.0
			65,725.8	66,860.6

SUB-APPROPRIATION 15-2A

MANAGEMENT SERVICES

OBJECTIVES:

To provide management direction to the Engineering and Operations Division.

To ensure the effective and efficient delivery of the Department's construction, maintenance, preservation and municipal assistance programs throughout the province.

To ensure the effective and efficient delivery of the ferry service and provincial airport programs.

To establish effective environmental standards for use of resources and materials.

ACTIVITY IDENTIFICATION:

Provides management of the Department's road construction, maintenance, preservation and municipal assistance programs delivered through the five regions.

Provides management of the Department's provincial airport system and marine operations.

Provides administrative support to Branch managers.

Monitors effectiveness of standards, services and facilities within the jurisdiction of the Division.

EXPECTED RESULTS:

Adherence to prescribed standards, specifications, procedures and budgetary considerations.

Effective delivery of the road and airfield construction, maintenance and preservation programs in all regions of the Province to allow safe, efficient and convenient movement of people and goods.

Effective delivery of ferry service throughout the Province.

Elimination or minimization of adverse environmental impacts through province-wide conformance with program standards respecting resource conservation, waste management, and safe handling and storage of materials and chemicals.

SUB-APPROPRIATION 15-2A

MANAGEMENT SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**3.00**	**285.0**	3.00	276.7
Professional/Technical	**1.00**	**61.9**	1.00	60.1
Administrative Support	**6.00**	**288.5**	6.00	276.1
Employee Benefits		**69.4**		67 4
	10.00	**704.8**	10.00	680.3
Less: Allowance for Staff Turnover		**(10.0)**		(10.0)
Total Salaries & Employee Benefits	**10.00**	**694.8**	10.00	670.3
OTHER EXPENDITURES				
Transportation		**20.3**		20.3
Communication		**8.2**		8.2
Supplies and Services		**11 1**		11 1
Other Operating		**33.6**		33.6
Total Other Expenditures		**73.2**		73.2
TOTAL SUB-APPROPRIATION		**768.0**		743.5

SUB-APPROPRIATION 15-2B

OPERATIONS AND CONTRACTS

OBJECTIVES:

To ensure the timely preparation, advertising, awarding and payment of contracts pertaining to construction, maintenance and preservation activities.

To ensure that effective standards, specifications and procedures are in place and adhered to in the delivery of the construction, maintenance and preservation programs.

ACTIVITY IDENTIFICATION:

Administers contracts, including setting specifications, preparing tender and contract documents, advertising, awarding contracts, and processing final contract payments.

Establishes effective standards, specifications and procedures for the use of environmental resources, materials and management of wastes.

Establishes province wide standards, specifications and procedures for the construction, maintenance and preservation programs.

Closely monitors the quality quantity cost, progress and delivery of the construction, maintenance and preservation programs through various quality assurance systems and ensures an acceptable level of technical training.

EXPECTED RESULTS:

Fair consistent and enforceable contracts that properly protect government interests and objectives.

Timely preparation, advertising, awarding and payment of contracts for highway construction, maintenance and preservation projects in Manitoba.

Adherence to prescribed construction, maintenance and preservation standards, specifications, procedures, and budgetary considerations.

SUB-APPROPRIATION 15-2B

OPERATIONS AND CONTRACTS

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**5.00**	**399.0**	5.00	384.3
Professional/Technical	**24.00**	**1,380.2**	24.00	1,301.9
Administrative Support	**16.00**	**618.6**	16.00	568.6
Employee Benefits		**258.6**		246.1
	45.00	**2,656.4**	45.00	2,500.9
Less: Allowance for Staff Turnover		**(100.0)**		(100.0)
Total Salaries & Employee Benefits	**45.00**	**2,556.4**	45.00	2,400.9
OTHER EXPENDITURES				
Grants		**59.0**		59.0
Transportation		**87.9**		87.9
Communication		**37.4**		37 4
Supplies and Services		**347.8**		347.8
Other Operating		**88.5**		52.5
Total Other Expenditures		**620.6**		584.6
TOTAL SUB-APPROPRIATION		**3,177.0**		2,985.5

SUB-APPROPRIATION 15-2C

BRIDGES AND STRUCTURES

OBJECTIVES:

To ensure safe and effective provincial bridge infrastructure, through efficient delivery of bridge inspection, planning, design, maintenance, rehabilitation and construction.

ACTIVITY IDENTIFICATION:

Design, prepare detailed plans and specifications, and supervise construction of: bridges, grade separation structures, overhead sign structures, large culverts and other miscellaneous structures.

Rate capacity of existing bridges and structures for increased allowable highway loading and special permit overloads.

Inspect and monitor condition of bridges, structures and large culverts.

Maintain and rehabilitate existing bridges, structures and large culverts.

Respond to bridge infrastructure issues during emergency situations, e.g. floods.

Provide bridge engineering technical advice and recommendations to other government agencies and jurisdictions on hydraulics, soil investigation and analysis, and structural matters.

EXPECTED RESULTS:

Provide an economical and sustainable network of bridges and structures through the planning, design, renabilitation and construction to current standards.

Maintain the safety and integrity of existing bridge infrastructure.

Assist municipal governments in the construction and rehabilitation of local bridge infrastructure.

SUB-APPROPRIATION 15-2C

BRIDGES AND STRUCTURES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**3.00**	**247.7**	3.00	240.5
Professional/Technical	**30.00**	**2,055.1**	30.00	1,974.9
Administrative Support	**4.00**	**126.3**	4.00	114.8
Employee Benefits		**249.8**		240.7
	37.00	**2,678.9**	37.00	2,570.9
Less: Allowance for Staff Turnover		**(473.4)** [1]		(95.0)
Total Salaries & Employee Benefits	**37.00**	**2,205.5**	37.00	2,475.9
OTHER EXPENDITURES				
Transportation		**26.7**		20.7
Communication		**30.5**		30.5
Supplies and Services		**199.5**		199.5
Other Operating		**146.1**		99.9
Total Other Expenditures		**402.8**		350.6
Total Gross Expenditures		**2,608.3**		2,826.5
Less: Recoverable from other Appropriations		**(189.6)**		(189.6)
TOTAL SUB-APPROPRIATION		**2,418.7**		2,636.9

Explanation:

1 Increased staff turnover as a result of vacancy management.

SUB-APPROPRIATION 15-2D

TRANSPORTATION SAFETY AND REGULATORY SERVICES

OBJECTIVES:

To enhance public safety through the development, communication and administration of commercial motor carrier regulatory and safety services in a manner that protects highway infrastructure, supports sustainable development and promotes the economy

ACTIVITY IDENTIFICATION:

Compliance and Regulatory Services (CRS) and Transportation Safety and Regulation (TSR) develop, administer and monitor programs relative to the commercial motor carrier industry including Weights and Dimensions, Commercial Vehicle Safety Alliance (CVSA), Mechanical Truck Safety Inspection Program, Load Securement, Dangerous Goods, Licensing, various National Safety Code Initiatives and the Spring Road Restriction Program.

Delivers uniform and discretionary application of truck safety initiatives and regulations by Compliance Inspectors working at Provincial Weigh Stations, and Highway Patrol Units deployed throughout Manitoba.

Develops, issues and administers Oversize, Overweight Permit Policies collects various single trip, fuel tax, permit and authority fees and heightens awareness of commercial motor carriers regarding legal weight and dimension issues; assists in the development and implementation of the annual Spring Road Restriction program.

Coordinates program development in consultation with stakeholders and delivers regulatory educational presentations and seminars on various safety and regulatory initiatives.

Administers a Safety Fitness test upon entry to the industry on for-hire commercial motor carriers and intra-provincial short-line railways.

Delivers a carrier facility audit program and rates the safety performance of carriers and intra-provincial railways operating in Manitoba. Establishes and provides a comprehensive safety program for monitoring and regulating Short Line Intra-Provincial Railways.

Maintains a carrier profile data warehouse containing information on certification, driver and carrier convictions, facility audit information, and accident and vehicle inspection data.

EXPECTED RESULTS:

Compliance with regulatory and safety initiatives, preservation of Manitoba's highway infrastructure investment and the enhancement of public safety Enhanced economic viability for Manitoba businesses dependent on the trucking industry through the development of special programs.

Reduction in the number of commercial vehicle collisions, injuries and fatalities through enhanced monitoring and evaluation of commercial carrier safety programs and fitness ratings; and improved enforcement of provincial and federal legislation; inter-jurisdictional exchange of commercial vehicle information and educational awareness programs.

SUB-APPROPRIATION 15-2D

TRANSPORTATION SAFETY AND REGULATORY SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**158.1**	2.00	153.5
Technical/Professional	**41.00**	**1,854.5**	41.00	1,765.5
Administrative Support	**34.31**	**1,641.3**	34.31	1,554.6
Employee Benefits		**357.7**		347 7
	77.31	**4,011.6**	77.31	3,821.3
Less: Allowance for Staff Turnover		**(140.0)**		(140.0)
Total Salaries & Employee Benefits	**77.31**	**3,871.6**	77.31	3,681.3
OTHER EXPENDITURES				
Transportation		**324.3**		309.3
Communication		**62.1**		62.1
Supplies and Services		**236.3**		236.3
Other Operating		**371 1**		285.3
Total Other Expenditures		**993.8**		893.0
TOTAL SUB-APPROPRIATION		**4,865.4**		4,574.3

SUB-APPROPRIATION 15-2E-1

EASTERN REGION OFFICE

OBJECTIVES:

To effectively develop and deliver the road construction, maintenance, preservation and municipal assistance programs in the region, ensuring that projects and activities are carried out to departmental standards and incorporate the principles of sustainable development.

ACTIVITY IDENTIFICATION:

Coordinates engineering, construction and preservation supervision and maintenance field operations for highway programs in the region.

Liaises with central office to ensure uniformity and consistency with respect to policy standards and procedures.

Conducts road maintenance and preservation activities in an environmentally sound and economically sustainable manner by reclaiming and recycling materials, by operating equipment in a cost-effective manner and by providing for effective material storage and waste management.

Prepares project proposals and priorities within the region.

Monitors contract work to ensure quality control and adherence to specifications and standards.

Processes applications for permission to place buried cables under provincial highways.

Administers all financial and general administrative matters for the region.

EXPECTED RESULTS:

All provincial highways and roads in the region are constructed, upgraded and maintained to a standard that provides for the safe, efficient and convenient movement of people, goods and services and promotes sustainable economic growth.

Distribution and communication of project status reports.

The development of project proposals identified for future consideration and prioritization.

Protection of highway infrastructure through appropriate review and processing of requests for buried cables.

Effective planning and programming capabilities and sound financial and management control.

SUB-APPROPRIATION 15-2E-1

EASTERN REGION OFFICE

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	1.00	88.2	1.00	85.6
Technical/Professional	35.00	2,025.0	35.00	1,957.9
Administrative Support	14.00	505.4	14.00	489.8
Employee Benefits		277.2		271.8
	50.00	2,895.8	50.00	2,805.1
Less: Allowance for Staff Turnover		(414.9) [1]		(95.0)
Total Salaries & Employee Benefits	50.00	2,480.9	50.00	2,710.1
OTHER EXPENDITURES				
Transportation		61.8		61.8
Communication		49.1		49.1
Supplies and Services		377.2		377.2
Other Operating		95.4		54.4
Total Other Expenditures		583.5		542.5
TOTAL SUB-APPROPRIATION		3,064.4		3,252.6

Explanation:

1 Increased staff turnover as a result of vacancy management.

SUB-APPROPRIATION 15-2E-2

SOUTH CENTRAL REGION OFFICE

OBJECTIVES:

To effectively develop and deliver the road construction, maintenance, preservation and municipal assistance programs in the region, ensuring that projects and activities are carried out to departmental standards and incorporate the principles of sustainable development.

ACTIVITY IDENTIFICATION:

Coordinates engineering, construction and preservation supervision and maintenance field operations for highway programs in the region.

Liaises with central office to ensure uniformity and consistency with respect to policy standards and procedures.

Conducts road maintenance and preservation activities in an environmentally sound and economically sustainable manner by reclaiming and recycling materials, by operating equipment in a cost-effective manner and by providing for effective material storage and waste management.

Prepares project proposals and priorities within the region.

Monitors contract work to ensure quality control and adherence to specifications and standards.

Processes applications for permission to place buried cables under provincial highways.

Administers all financial and general administrative matters for the region.

EXPECTED RESULTS:

All provincial highways and roads in the region are constructed, upgraded and maintained to a standard that provides for the safe, efficient and convenient movement of people, goods and services and promotes sustainable economic growth.

Distribution and communication of project status reports.

The development of project proposals identified for future consideration and prioritization.

Protection of highway infrastructure through appropriate review and processing of requests for buried cables.

Effective planning and programming capabilities and sound financial and management control.

SUB-APPROPRIATION 15-2E-2

SOUTH CENTRAL REGION OFFICE

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**87.8**	1.00	85.6
Technical/Professional	**32.00**	**1,819.2**	32.00	1,767.2
Administrative Support	**14.00**	**520.2**	14.00	506.0
Employee Benefits		**254.2**		245.3
	47.00	**2,681.4**	47.00	2,604.1
Less: Allowance for Staff Turnover		**(390.8)** [1]		(95.0)
Total Salaries & Employee Benefits	**47.00**	**2,290.6**	47.00	2,509.1
OTHER EXPENDITURES				
Transportation		**80.6**		80.6
Communication		**49.6**		49.6
Supplies and Services		**435.9**		435.9
Other Operating		**49.6**		68.9
Total Other Expenditures		**615.7**		635.0
TOTAL SUB-APPROPRIATION		**2,906.3**		3,144.1

Explanation:

1 Increased staff turnover as a result of vacancy management.

SUB-APPROPRIATION 15-2E-3

SOUTH WESTERN REGION OFFICE

OBJECTIVES:

To effectively develop and deliver the road construction, maintenance, preservation and municipal assistance programs in the region, ensuring that projects and activities are carried out to departmental standards and incorporate the principles of sustainable development.

ACTIVITY IDENTIFICATION:

Coordinates engineering, construction and preservation supervision and maintenance field operations for highway programs in the region.

Liaises with central office to ensure uniformity and consistency with respect to policy standards and procedures.

Conducts road maintenance and preservation activities in an environmentally sound and economically sustainable manner by reclaiming and recycling materials, by operating equipment in a cost-effective manner and by providing for effective material storage and waste management.

Prepares project proposals and priorities within the region.

Monitors contract work to ensure quality control and adherence to specifications and standards.

Processes applications for permission to place buried cables under provincial highways.

Administers all financial and general administrative matters for the region.

EXPECTED RESULTS:

All provincial highways and roads in the region are constructed, upgraded and maintained to a standard that provides for the safe, efficient and convenient movement of people, goods and services and promotes sustainable economic growth.

Distribution and communication of project status reports.

The development of project proposals identified for future consideration and prioritization.

Protection of highway infrastructure through appropriate review and processing of requests for buried cables.

Effective planning and programming capabilities and sound financial and management control.

SUB-APPROPRIATION 15-2E-3

SOUTH WESTERN REGION OFFICE

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**88.2**	1.00	85.6
Technical/Professional	**28.00**	**1,687.9**	28.00	1,631.0
Administrative Support	**16.00**	**609.8**	16.00	588.7
Employee Benefits		**250.0**		243.7
	45.00	**2,635.9**	45.00	2,549.0
Less: Allowance for Staff Turnover		**(157.7)** [1]		(95.0)
Total Salaries & Employee Benefits	**45.00**	**2,478.2**	45.00	2,454.0
OTHER EXPENDITURES				
Transportation		**59.7**		59.7
Communication		**45.9**		45.9
Supplies and Services		**347 1**		347 1
Other Operating		**114.6**		65.8
Total Other Expenditures		**567.3**		518.5
TOTAL SUB-APPROPRIATION		**3,045.5**		2,972.5

Explanation:

1 Increased staff turnover as a result of vacancy management.

SUB-APPROPRIATION 15-2E-4

WEST CENTRAL REGION OFFICE

OBJECTIVES:

To effectively develop and deliver the road construction, maintenance, preservation and municipal assistance programs in the region, ensuring that projects and activities are carried out to departmental standards and incorporate the principles of sustainable development.

ACTIVITY IDENTIFICATION:

Coordinates engineering, construction and preservation supervision and maintenance field operations for highway programs in the region.

Liaises with central office to ensure uniformity and consistency with respect to policy standards and procedures.

Conducts road maintenance and preservation activities in an environmentally sound and economically sustainable manner by reclaiming and recycling materials, by operating equipment in a cost-effective manner and by providing for effective material storage and waste management.

Prepares project proposals and priorities within the region.

Monitors contract work to ensure quality control and adherence to specifications and standards.

Processes applications for permission to place buried cables under provincial highways.

Administers all financial and general administrative matters for the region.

EXPECTED RESULTS:

All provincial highways and roads in the region are constructed, upgraded and maintained to a standard that provides for the safe, efficient and convenient movement of people, goods and services and promotes sustainable economic growth.

Distribution and communication of project status reports.

The development of project proposals identified for future consideration and prioritization.

Protection of highway infrastructure through appropriate review and processing of requests for buried cables.

Effective planning and programming capabilities and sound financial and management control.

SUB-APPROPRIATION 15-2E-4

WEST CENTRAL REGION OFFICE

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**88.2**	1.00	85.6
Technical/Professional	**23.00**	**1,367.0**	23.00	1,318.4
Administrative Support	**13.00**	**487.4**	13.00	472.6
Employee Benefits		**203.1**		198.6
	37.00	**2,145.7**	37.00	2,075.2
Less: Allowance for Staff Turnover		**(209.9)** [1]		(80.0)
Total Salaries & Employee Benefits	**37.00**	**1,935.8**	37.00	1,995.2
OTHER EXPENDITURES				
Transportation		**51.6**		51.6
Communication		**29.5**		29.5
Supplies and Services		**286.2**		286.2
Other Operating		**79.0**		79.0
Total Other Expenditures		**446.3**		446.3
TOTAL SUB-APPROPRIATION		**2,382.1**		2,441.5

Explanation:

1 Increased staff turnover as a result of vacancy management.

SUB-APPROPRIATION 15-2E-5

NORTHERN REGION OFFICE

OBJECTIVES:

To effectively develop and deliver the road construction, maintenance, preservation and municipal assistance programs in the region, ensuring that projects and activities are carried out to departmental standards and incorporate the principles of sustainable development.

ACTIVITY IDENTIFICATION:

Coordinates engineering, construction and preservation supervision and maintenance field operations for highway programs in the region.

Liaises with central office to ensure uniformity and consistency with respect to policy standards and procedures.

Conducts road maintenance and preservation activities in an environmentally sound and economically sustainable manner by reclaiming and recycling materials, by operating equipment in a cost-effective manner and by providing for effective material storage and waste management.

Prepares project proposals and priorities within the region.

Monitors contract work to ensure quality control and adherence to specifications and standards.

Processes applications for permission to place buried cables under provincial highways.

Administers all financial and general administrative matters for the region.

EXPECTED RESULTS:

All provincial highways and roads in the region are constructed, upgraded and maintained to a standard that provides for the safe, efficient and convenient movement of people, goods and services and promotes sustainable economic growth.

Distribution and communication of project status reports.

The development of project proposals identified for future consideration and prioritization.

Protection of highway infrastructure through appropriate review and processing of requests for buried cables.

Effective planning and programming capabilities and sound financial and management control.

SUB-APPROPRIATION 15-2E-5

NORTHERN REGION OFFICE

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**88.2**	1.00	85.6
Technical/Professional	**18.00**	**1,246.6**	18.00	1,204.5
Administrative Support	**11.00**	**494.6**	11.00	474.6
Employee Benefits		**188.4**		169.0
	30.00	**2,017.8**	30.00	1,933.7
Less: Allowance for Staff Turnover		**(303.5)** [1]		(75.0)
Total Salaries & Employee Benefits	**30.00**	**1,714.3**	30.00	1,858.7
OTHER EXPENDITURES				
Transportation		**127.2**		127.2
Communication		**22.4**		22.4
Supplies and Services		**287.8**		287.8
Other Operating		**99.5**		93.2
Total Other Expenditures		**536.9**		530.6
TOTAL SUB-APPROPRIATION		**2,251.2**		2,389.3

Explanation:

1 Increased staff turnover as a result of vacancy management.

SUB-APPROPRIATION 15-2E-6

RECOVERABLE FROM OTHER APPROPRIATIONS

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	**$(000's)**	FTE	$(000's)
Less: Recoverable from other appropriations		**(1,252.8)**		(1,252.8)

SUB-APPROPRIATION 15-2F

OTHER JURISDICTIONS

OBJECTIVES:

To provide specialized services to other government departments, and other jurisdictions such as Cities, Towns, Villages, Municipalities, Local Government Districts, government agencies, crown corporations and the Federal Government.

ACTIVITY IDENTIFICATION:

Provides road construction and maintenance services to other jurisdictions on a 100% cost recoverable basis.

Provides specialized equipment services not readily available from the private sector on a 100% cost recoverable basis.

Provides for construction programs of other jurisdictions to be incorporated into provincial construction projects on a 100% cost recoverable basis.

Provides repairs to highway installations, structures and pavements damaged by accidents and utility installation on a 100% cost recoverable basis.

EXPECTED RESULTS:

The delivery of services to other jurisdictions lacking technical expertise and resources.

The development of coordinated construction projects to provide for more cost-effective construction.

More convenient and efficient delivery of construction and maintenance services in remote areas of the Province where the Department is the only service provider

Restoration of highway infrastructure and structures to acceptable standards.

SUB-APPROPRIATION 15-2F

OTHER JURISDICTIONS

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Professional/Technical	**14.00**	**632.5**	14.00	611.8
Employee Benefits		**64.1**		62.2
	14.00	**696.6**	14.00	674.0
Less: Allowance for Staff Turnover		**(50.0)**		(50.0)
Total Salaries & Employee Benefits	**14.00**	**646.6**	14.00	624.0
OTHER EXPENDITURES				
Total Other Expenditures		**1,626.5**		1,626.5
Total Gross Expenditures		**2,273.1**		2,250.5
Less: Recoverable from other Government Departments		**(1,000.0)**		(1,000.0)
NET EXPENDITURES		**1,273.1**		1,250.5

SUB-APPROPRIATION 15-2G

PLANNING AND DESIGN

OBJECTIVES:

To plan, design, program and protect the existing and future highway system by consideration of safety traffic demand, engineering, socio-economic factors, and the environment.

ACTIVITY IDENTIFICATION:

Provides expertise in highway detailed design, prepares highway design criteria and bridge widths, develops functional and detailed designs of complex projects, and undertakes highway network planning studies.

Administer the environmental licencing process on behalf of the Department.

Reviews land development proposals and administers access controls to protect the existing and future highway system.

Provides drafting, mapping, and photogrammetry services and maintains central plan file for projects and legal plans.

Provide expertise in the area of utility agreements and permits.

Administers right-of-way acquisitions and dispositions for highway projects.

EXPECTED RESULTS:

Delivery of planning and design services which result in a highway network which is safe, efficient, convenient, environmentally compatible and contributes to the sustainable economic and social development of Manitoba.

Provision of data and advice to provincial boards exercising authority over land use control and access along PTH's and administration of that authority on Provincial Roads.

Production of Manitoba's Official Highway Map.

SUB-APPROPRIATION 15-2G

PLANNING AND DESIGN

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**80.3**	1.00	78.0
Professional/Technical	**22.50**	**1,348.8**	22.50	1,307.6
Administrative Support	**7.00**	**304.9**	7.00	296.0
Employee Benefits		**184.0**		177.5
	30.50	**1,918.0**	30.50	1,859.1
Less: Allowance for Staff Turnover		**(160.9)** [1]		(70.0)
Total Salaries & Employee Benefits	**30.50**	**1,757 1**	30.50	1 789.1
OTHER EXPENDITURES				
Transportation		**21.5**		21.5
Communication		**25.4**		25.4
Supplies and Services		**342.2**		342.2
Other Operating		**81.2**		65.4
Total Other Expenditures		**470.3**		454.5
TOTAL SUB-APPROPRIATION		**2,227.4**		2,243.6

Explanation:

1 Increased staff turnover as a result of vacancy management.

SUB-APPROPRIATION 15-2H

NORTHERN AIRPORTS AND MARINE SERVICES

OBJECTIVES:

To provide for the safe and efficient operation and maintenance of provincial airports, ferries and auxiliary facilities in remote and isolated communities of northern Manitoba in consideration of those communities' transportation and emergency needs.

ACTIVITY IDENTIFICATION:

Operates and maintains 24 airports as well as 7 passenger/vehicle ferries in Northern Manitoba.

Prepares airport development program to support services including commercial traffic, medical retrievals, forest protection, tourism and resource development.

Undertakes airport upgrading projects to improve airport safety and as well as traveler accessibility

Provides preventive maintenance and refurbishing of motor vessels and cable ferries to assure safety and prolong use.

Provides training workshops including first aid, airport management, equipment operating, radio operating as well as emergency response to ensure safe and efficient operations of these airports and ferries.

Administers the Manitoba Airport Operating Assistance Programs.

EXPECTED RESULTS:

Provision of airport services to northern and remote communities, including facilities supporting emergency services and airlifts.

Timely and appropriate response in emergencies as well as effective airport operation through appropriate training programs.

Assistance to municipal airport commissions respecting safe airport operation through the provision of operating grants.

Improved access for the physically disabled at provincial airports.

Provision of an economical alternative to bridges and/or road networks in remote areas of the province.

SUB-APPROPRIATION 15-2H

NORTHERN AIRPORTS AND MARINE SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**142.6**	2.00	138.4
Professional/Technical	**86.50**	**4,070.8**	74.10	3,400.8
Administrative Support	**7.00**	**359.5**	7.00	319.2
Employee Benefits		**477.0**		447.3
	95.50	**5,049.9**	83.10	4,305.7
Less: Allowance for Staff Turnover		**(165.0)**		(165.0)
Total Salaries & Employee Benefits	**95.50** [1]	**4,884.9**	83.10	4,140.7
OTHER EXPENDITURES				
Grants		**76.2**		76.2
Transportation		**235.0**		213.0
Communication		**127.8**		102.6
Supplies and Services		**2,132.0**		1,898.2
Other Operating		**445.7**		395.3
Total Other Expenditures		**3,016.7**		2,685.3
TOTAL SUB-APPROPRIATION		**7,901.6**		6,826.0

Explanation:

1 To provide 8.00 additional equipment operators to support airport service levels and 4.4 FTE's to meet marine services requirements.

SUB-APPROPRIATION 15-2I

MATERIALS ENGINEERING

OBJECTIVES:

To provide specialized standards and design, research, testing and evaluation services toward the development and maintenance of sustainable and structurally competent highway embankments and pavements.

ACTIVITY IDENTIFICATION:

Provides information to optimize the cost-effective supply of aggregate resources for the construction, preservation and maintenance programs and liaises with external agencies to protect the department's aggregate needs.

Co-ordinates the development of the infrastructure resource allocation goals, standards and strategies and leads in optimizing the pavement expenditure programs.

Provides specialized materials testing services to ensure compliance with specifications and develops testing standards to address local conditions.

Provides pavement structural designs for the construction and the rehabilitation of pavements and structural assessments to determine spring restriction needs and the impact of special hauling proposals.

Provides and manages geotechnical investigations and studies for embankment stability groundwater and erosion assessment and protection.

Develops and manages field and lab pavement research projects.

Designs and evaluates bituminous and concrete products for pavements and structures.

Provides field testing and field quality control equipment and services.

Manages the Product Standards List that evaluates and describes the construction and maintenance materials approved for procurement.

EXPECTED RESULTS:

Engineering design and assessment services to provide an adequate and sustainable highway infrastructure to accommodate public and commercial traffic.

The supply of materials and products compliant with sustainable standards.

Technological innovation resulting in more effective use of resources, safer and longer-lasting transportation facilities and improved processes.

SUB-APPROPRIATION 15-2I

MATERIALS ENGINEERING

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**84.0**	1.00	81.6
Professional/Technical	**33.00**	**1,811 1**	33.00	1,747.6
Administrative Support	**4.00**	**182.3**	4.00	174.1
Employee Benefits		**220.3**		213.7
	38.00	**2,297.7**	38.00	2,217.0
Less: Allowance for Staff Turnover		**(50.0)**		(50.0)
Total Salaries & Employee Benefits	**38.00**	**2,247.7**	38.00	2,167.0
OTHER EXPENDITURES				
Transportation		**97.2**		62.2
Communication		**31.3**		31.3
Supplies and Services		**459.1**		444.1
Other Operating		**84.4**		83.1
Total Other Expenditures		**672.0**		620.7
Total Gross Expenditures		**2,919.7**		2,787 7
Less: Recoverable from other Appropriations		**(1,171.5)**		(1 121.5)
TOTAL SUB-APPROPRIATION		**1,748.2**		1,666.2

SUB-APPROPRIATION 15-2J

TRAFFIC ENGINEERING

OBJECTIVES:

To promote the safe and optimum movement of vehicle and pedestrian traffic on the provincial highway network through proper design, application and management of the operation of traffic control devices.

ACTIVITY IDENTIFICATION:

Manages and directs the installation, maintenance and operation of all traffic control devices including pavement markings, traffic signals, major signs, flashing lights and pedestrian corridors, and traffic barriers (guardrail).

Establishes standards/policies for the installation and maintenance of all traffic control devices.

Manages and directs speed limit reviews and provides recommendations to the Highway Traffic Board respecting speed limits on provincial routes.

Provides expertise respecting traffic control within the Engineering and Operations Division, and to other departments and jurisdictions.

Manages and directs the illumination of provincial highways.

Manages and directs the traffic monitoring program including the production of an annual report on traffic flows on the provincial highway system.

Maintains a database traffic accident record on provincial highways to assist in the identification of problem areas and the evaluation of mitigative measures.

Manages railway crossing safety on the provincial road network.

EXPECTED RESULTS:

Traffic collision reduction and improved operational efficiencies due to the proper application and operation of traffic control devices.

Effective control of opposing traffic and enhanced safety through completion of the annual pavement marking retracement program.

Minimum down time of traffic signals due to malfunction or traffic accident through timely response.

SUB-APPROPRIATION 15-2J

TRAFFIC ENGINEERING

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**84.0**	1.00	81.6
Professional/Technical	**11.00**	**661 1**	11.00	631.8
Administrative Support	**6.00**	**221.8**	6.00	210.5
Employee Benefits		**110.5**		108.4
	18.00	**1,077.4**	18.00	1,032.3
Less: Allowance for Staff Turnover		**(45.0)**		(45.0)
Total Salaries & Employee Benefits	**18.00**	**1,032.4**	18.00	987.3
OTHER EXPENDITURES				
Transportation		**56.5**		56.5
Communication		**20.7**		20.7
Supplies and Services		**158.5**		158.5
Other Operating		**24.3**		22.9
Total Other Expenditures		**260.0**		258.6
Total Gross Expenditures		**1,292.4**		1,245.9
Less: Recoverable from other Appropriations		**(57.6)**		(57.6)
TOTAL SUB-APPROPRIATION		**1,234.8**		1 188.3

SUB-APPROPRIATION 15-2K

POLICY, PLANNING AND DEVELOPMENT

OBJECTIVES:

To achieve excellence in the strategic planning, development, evaluation and communication of transportation policies, programs, systems and legislation.

ACTIVITY IDENTIFICATION:

Coordinates provincial transportation systems plan and policy development and ensures that policies and programs are responsive and consistent with the overall vision of the department and government and are compatible with urban and rural transportation systems, municipal land use plans and developments

Liaises with other levels of government, departments and industry groups on major cross-jurisdictional policy matters and in promoting service improvements, the economic development of Manitoba's transportation sector addressing advancing Sustainable Transportation including Manitoba's Climate Change commitments as they affect the sector and the development of Winnipeg's potential as a multi-modal distribution center

Coordinates the department's strategic planning process and develops a strategic highways infrastructure and systems plan to meet the present and future needs of Manitobans and seeks to optimize investment in provincial transportation systems.

Examines policy issues that arise from the discretionary powers of the Motor Transport, Taxicab and Highway Traffic Boards.

Provides research, analysis, and other support to the Department's divisions and branches in the development of program policies and strategic policy initiatives.

Develops and coordinates driver and vehicle and related highway safety policy and legislation.

Plans, prioritizes and coordinates the Department's legislative and regulatory initiatives.

EXPECTED RESULTS:

Proactive and informed approach to addressing transportation issues and influencing the development of effective Federal/Provincial policy relating to all transportation modes.

Advancement of the department's strategic planning process; coordination of the department's legislative initiatives; and preparation of internal and external communication materials.

Guidance to the department's capital program within a framework of integrated transportation modes for economic development and land use planning.

Innovative financing strategies for transportation infrastructure; provision of long term transportation plans and policies; development of the Province's transportation systems plan and policies; and prioritization and optimization of the Province's investments in transportation infrastructure.

SUB-APPROPRIATION 15-2K

POLICY, PLANNING AND DEVELOPMENT

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	3.00	241.9	3.00	234.9
Professional/Technical	17.00	1,239.7	17.00	1 187 1
Administrative Support	7.50	278.1	7.50	263.3
Employee Benefits		202.7		195.4
	27.50	1,962.4	27.50	1,880.7
Less: Allowance for Staff Turnover		(105.0)		(105.0)
Total Salaries & Employee Benefits	27.50	1,857.4	27.50	1 775.7
OTHER EXPENDITURES				
Grants		1.5		1.5
Transportation		17.6		17.6
Communication		22.0		22.0
Supplies and Services		793.6		493.6
Other Operating		145.9		132.5
Total Other Expenditures		980.6		667.2
Churchill Gateway Development Initiative		1,000.0		1,000.0
TOTAL SUB-APPROPRIATION		3,838.0		3,442.9

SUB-APPROPRIATION 15-2L

DRIVER AND VEHICLE LICENCING

OBJECTIVES:

To promote road safety through the regulation of Manitoba drivers and vehicles and to provide quality cost-effective services and administer various safety programs in accordance with *The Highways Traffic Act*, *The Off Road Vehicles Act*, and other legislation.

ACTIVITY IDENTIFICATION:

Establishes medical fitness standards for driving, monitors drivers according to licence class, assesses drivers with medical conditions; intervenes with and monitors drivers with alcohol and drug problems.

Establishes driver knowledge and skills testing standards and policies and evaluates drivers by licence class.

Establishes driver licencing standards and policies; authorizes licence issuers; and provides various licencing services.

Monitors drivers to address performance problems through driver improvement and control action.

Provides vehicle registration services including the administration of the International Registration Plan for commercial operators, and establishes vehicle registration policies and procedures.

Maintains records and systems administration; and provides information services to a broad array of information users.

Establishes vehicle standards for vehicle classes, certifies and monitors private vehicle safety inspection stations and their mechanics; licences and monitors commercial driving schools and their instructors, auto dealers and recyclers.

EXPECTED RESULTS:

Low rates of fatalities and injuries for drivers.

Effective and efficient deliver of licencing and safety programs and services.

Effective April 19, 2004 the above activities have been delegated by the Registrar of Motor Vehicles to the Manitoba Public Insurance Corporation with a transfer of resources to the Corporation taking effect no later than October 1 2004

SUB-APPROPRIATION 15-2L

DRIVER AND VEHICLE LICENCING

	Estimates of Expenditure 2004/05			Estimates of Expenditure 2003/04	
	FTE	$(000's)		FTE	$(000's)
Total Salaries & Employee Benefits	148.33	6,777.5	1	296.65	13,533.0
Total Other Expenditures		3,720.1	1		6,812.8
Manitoba Public Insurance Agreement		11,997.6	2		4,592.0
TOTAL SUB-APPROPRIATION		22,495.2			24,937.8

Explanation:

1 Reduction in expenditures and FTE's reflect the transfer of resources to Manitoba Public Insurance Corporation effective October 1 2004.

2. Reflects payment to Manitoba Public Insurance Corporation effective October 1 2004 for provision of services previously performed by Driver and Vehicle Licencing.

SUB-APPROPRIATION 15-2M-1

MOTOR TRANSPORT AND HIGHWAY TRAFFIC BOARDS

OBJECTIVES:

To ensure all Manitobans are provided with adequate transportation services at a reasonable cost through the administration of a regulatory system under the Highway Traffic Act governing motor carriers and public service vehicle operators.

To ensure the safety of the travelling public and protection of highway infrastructure through the administration of the Highways Protection Act and provide uniformity throughout the Province in relation to speed limits, traffic control devices, highway classifications, weight limits, bridge restrictions and parking, under the Highway Traffic Act.

ACTIVITY IDENTIFICATION:

Determines operating authorities for the trucking, inter-city bus, inter-municipal liveries and short line railway industries involved in public service operations.

Monitors and establishes transportation rates and charges for PSV scheduled bus carriers and inter-municipal livery operators.

Determines sanctions on motor carriers and PSV operators for breaches of regulations.

Establishes control lines to regulate access and development adjacent to Provincial Trunk Highways.

Reviews and processes applications for access onto limited access highways and development adjacent to these highways.

Provides decisions on speed limits and traffic control devices; make decisions on changes to weight limits and highway classifications on provincial & municipal roads.

Conducts public hearings on current issues; makes orders and regulations, and provides policy input to the Minister

EXPECTED RESULTS:

Provision of a flexible regulatory system for motor carriers and PSV operators.

Continued progress in the orderly phase out of economic regulation of the motor carrier industry

Enhanced public safety and on-going protection of highways infrastructure and uniformity for persons using the highway

Protection of the rights of the general public through the provision of public hearings and appropriate enforcement of sanctions with regulations and orders.

SUB-APPROPRIATION 15-2M-1

MOTOR TRANSPORT AND HIGHWAY TRAFFIC BOARDS

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Administrative Support	3.00	157.2	4.00	215.8
Other				
Board Members		77.3		77.3
Employee Benefits		28.3		34.6
	3.00	262.8	4.00	327 70
Less: Allowance for Staff Turnover		(12.4)		(12.4)
Total Salaries & Employee Benefits	3.00 [1]	250.4	4.00	315.3
OTHER EXPENDITURES				
Transportation		20.1		20.1
Communication		30.1		30.1
Supplies and Services		105.2		105.2
Other Operating		33.7		29.6
Total Other Expenditures		189.1		185.0
TOTAL SUB-APPROPRIATION		439.5		500.3

Explanation:

1 Elimination of vacant positions.

SUB-APPROPRIATION 15-2M-2

LICENCE SUSPENSION APPEAL BOARD AND MEDICAL REVIEW COMMITTEE

OBJECTIVES:

To provide an appeal procedure for applicants whose driver licences have been suspended for convictions and/or poor driving records.

To provide a medical review of appeals based on medical grounds.

ACTIVITY IDENTIFICATION:

Conducts appeal hearings in urban and rural locations. Processes appeal applications for licence suspensions.

The Board reviews and processes applications for relief of exceptional hardship during suspension of driving privileges.

The Committee determines whether the standards, as set out by The Canadian Medical Association, The National Safety Code, and Manitoba Regulation 412/87 are applied in a fair and equitable manner and whether an exception to the rule may be made. The Committee may confirm, quash or vary the decision of the Registrar of Motor Vehicles. Conducts licence suspension appeal hearings throughout the Province.

The Board and Committee provide decisions regarding licence suspension appeals. Provides decisions regarding licence suspension appeals.

EXPECTED RESULTS:

The delivery of a licence suspension review process, to ensure safe vehicle operation throughout the province on the provincial highway system.

The provision of an appeal process in order to ensure a fair hearing and consideration of pertinent information regarding licence/permit suspensions and/or cancellations.

SUB-APPROPRIATION 15-2M-2

LICENCE SUSPENSION APPEAL BOARD AND MEDICAL REVIEW COMMITTEE

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Administrative Support	2.00	100.4	3.00	130.4
Other				
Board Members		92.8		90.3
Employee Benefits		34.3		37.2
	2.00	227.5	3.00	257.9
Less: Allowance for Staff Turnover		(10.0)		(10.0)
Total Salaries & Employee Benefits	2.00 [1]	217.5	3.00	247.9
OTHER EXPENDITURES				
Transportation		25.9		25.9
Communication		8.9		8.9
Supplies and Services		39.1		39.1
Other Operating		14.3		12.9
Total Other Expenditures		88.2		86.8
TOTAL SUB-APPROPRIATION		305.7		334.7

Explanation:

1 Elimination of vacant positions.

SUB-APPROPRIATION 15-2M-3

TAXICAB BOARD

OBJECTIVES:

To ensure citizens in Winnipeg receive quality taxicab service that meets the public need at reasonable cost through the administration of a system of economic regulation.

ACTIVITY IDENTIFICATION:

Conducts public hearings on matters relating to industry and users.

Establishes, reviews and revises the number of taxicab licences required by the public convenience and necessity

Regulates rates charged by industry

Issues taxicab licences, taxicab driver licences and regulates licence transfers.

Provides training for taxicab drivers.

Establishes vehicle standards and inspects taxicabs for vehicle condition and meter accuracy

Investigates and resolves complaints against taxicab operators and drivers for breaches of regulations and service failures when warranted.

Maintains a liaison between the Board and the taxicab industry governments and other affected groups.

EXPECTED RESULTS:

Taxicab service that satisfies the public need at a reasonable cost within the City of Winnipeg through the provision of licences, rates and standards.

All taxicab businesses and drivers operating in the City of Winnipeg are duly licenced.

Acceptable and uniform standard of taxicab service delivery

Effectively addressing concerns of the taxicab industry and user public through the provision of public hearings.

Trained taxicab drivers who can provide safe and courteous transportation services.

SUB-APPROPRIATION 15-2M-3

TAXICAB BOARD

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Professional/Technical	**4.50**	**253.4**	4.50	234.5
Administrative Support	**4.50**	**163.3**	4.50	158.5
Other				
Board Members		**46.7**		43.1
Employee Benefits		**47.8**		42.6
	9.00	**511.2**	9.00	478.7
Less: Allowance for Staff Turnover		**(18.0)**		(18.0)
Total Salaries & Employee Benefits	**9.00**	**493.2**	9.00	460.7
OTHER EXPENDITURES				
Transportation		**12.0**		6.3
Communication		**18.4**		7.9
Supplies and Services		**75.8**		73.8
Other Operating		**12.1**		9.2
Total Other Expenditures		**118.3**		97.2
TOTAL SUB-APPROPRIATION		**611.5**		557.9

SUB-APPROPRIATION 15-2M-4

PORT OF CHURCHILL ADVISORY BOARD

OBJECTIVES:

Provides strategic advice to the Government of Manitoba regarding the Port of Churchill and its associated rail and marine fuel tank farm infrastructure to enhance the Port's viability and contribution to the regional economy

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	**$(000's)**	FTE	$(000's)
Total Other Expenditures		**25.0**		25.0
TOTAL SUB-APPROPRIATION		**25.0**		25.0

Resolution No	Approp. No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2004/05 $(000's)**	Estimates of Expenditure 2003/04 $(000's)
15.3	3.	GOVERNMENT SERVICES PROGRAMS	**38,073.1**	37,202.5

- Provides overall government accommodation strategy through short and long range planning.
- Provides coordination and monitoring of accommodation projects through the utilization of internal and external professional and technical services for planning, design, leasing and construction management.
- Administers contracts for construction requests for service related to the provision of government accommodation.
- Provides operational, maintenance, parking and security services for all government departments and agencies occupying space in Government Services owned or leased buildings.
- Manages the Government Services leased and owned space inventory Provides for management of terms and conditions related to leasehold agreements.
- Provides for the delivery of contracted janitorial and food services at selected locations in most government buildings.
- Provides for charging the cost of owned and leased office and warehouse space to the tenant that occupies the space.
- Provides corporate procurement of goods and services to all government departments and agencies including facsimile and photocopier placement.
- Provides air transportation, air ambulance and aerial forest fire suppression.
- Provides mail processing and distribution.
- Provides materials management services including common supplies, home care equipment and related maintenance, and redistribution or disposal of surplus assets.
- Provides comprehensive land management services, including appraisal acquisition and disposal of real property
- Provides complete vehicle management and maintenance services including mobile and radio services.

Resolution No	Approp. No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2004/05 $(000's)**	Estimates of Expenditure 2003/04 $(000's)
15.3	3.	GOVERNMENT SERVICES PROGRAMS	**38,073.1**	37,202.5
		a) Accommodation Development	**1,510.4**	1,577.6
		b) Workshop/Renovations	**0.0**	0.0
		c) Physical Plant	**52,183.4**	50,491 7
		d) Leased Properties	**24,522.6**	23,397 4
		e) Property Services	**659.2**	642.9
		f) Security and Parking	**2,745.3**	2,512.1
		g) Accommodation Cost Recovery	**(48,643.6)**	(46,695.8)
		h) Minor Capital Projects	**2,916.6**	2,916.6
		i) Procurement Services	**2,179.2**	2,360.0
		j) Government Air Services	**0.0**	0.0
		k) Mail Management Agency	**0.0**	0.0
		l) Materials Distribution Agency	**0.0**	0.0
		m) Land Management Services	**0.0**	0.0
		n) Fleet Vehicles Agency	**0.0**	0.0
			38,073.1	37,202.5

SUB-APPROPRIATION 15-3A

ACCOMMODATION DEVELOPMENT

OBJECTIVES:

The provision and control of accommodation for government programs in owned and leased facilities throughout the province, via the utilization of internal and external professional and technical services in planning, design, leasing, and construction management.

ACTIVITY IDENTIFICATION:

Provision for the development of overall government accommodation strategies, policies, guidelines and related planning for the short and long-term requirements of government client programs.

Provision of government accommodation through the use of various internal and external architectural, engineering, programming, design, signage, leasing, and construction management services.

Administration of all contracts, capital and lease budgets related to accommodations required for government programs.

Provision of accommodation and project management services to client departments on a cost recovery basis.

EXPECTED RESULTS:

Improved utilization of accommodations.

Design and construction management of all accommodation-related capital and client funded projects will be undertaken on behalf of government departments and publicly funded entities at locations throughout the province. Continuing and new projects of varying scope are anticipated this year

SUB-APPROPRIATION 15-3A

ACCOMMODATION DEVELOPMENT

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	3.00	255.4	4.00	342.0
Professional/Technical	30.18	1,880.3	29.18	1 789.3
Administrative Support	11.00	486.6	11.00	477.3
Employee Benefits		274.4		271.6
	44.18	2,896.7	44 18	2,880.2
Less: Allowance for Staff Turnover		(86.2)		(86.2)
		2,810.5		2,794.0
Less: Recoverable from Part B Capital Investment		(1,000.0)		(1,000.0)
Total Salaries & Employee Benefits	44.18	1,810.5	44.18	1 794.0
OTHER EXPENDITURES				
Transportation		41.6		41.6
Communication		58.9		27.3
Supplies and Services		162.9		162.9
Other Operating		151.7		181 1
Alterations/Renovations Minor Projects		3,605.5		3,691 4
Less: Recoverable from Part B Capital Investment		(450.0)		(450.0)
Total Other Expenditures		3,570.6		3,654.3
Total Gross Expenditures		5,381 1		5,448.3
Recovery from other Appropriations		(3,870.7)		(3,870.7)
TOTAL SUB-APPROPRIATION		1,510.4		1,577.6

SUB-APPROPRIATION 15-3B

WORKSHOP/RENOVATIONS

OBJECTIVES:

To provide a construction, renovation and maintenance support program for government-owned and leased accommodations in a cost effective and timely manner

ACTIVITY IDENTIFICATION:

Acts as general contractor with assigned internal work crew and supervises subcontractors on job locations throughout the province.

Provides direct in-house services which include renovations, millwork, painting, electrical, and furniture repairs.

EXPECTED RESULTS:

Provision of service in response to approximately 900 annual requests from client departments, and capital project requests by Accommodation Development and Physical Plant Districts.

Provision of general contractor services in selected renovation, maintenance and alteration projects.

SUB-APPROPRIATION 15-3B

WORKSHOP/RENOVATIONS

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	1.00	69.5	1.00	67.5
Professional/Technical	41.60	1,983.3	41.60	1,945.6
Administrative Support	4.00	165.4	4.00	160.6
Employee Benefits		226.5		225.5
	46.60	2,444.7	46.60	2,399.2
Less: Allowance for Staff Turnover		(86.0)		(86.0)
Total Salaries & Employee Benefits	46.60	2,358.7	46.60	2,313.2
OTHER EXPENDITURES				
Transportation		51.8		51.8
Communication		15.1		15.1
Supplies and Services		184.7		190.5
Minor Capital		10.5		10.5
Other Operating		10.0		10.0
Total Other Expenditures		272.1		277.9
Workshop Projects		4,575.0		4,575.0
Total Gross Expenditures		7,205.8		7 166.1
Recovery from other Appropriations		(7,205.8)		(7 166.1)
TOTAL SUB-APPROPRIATION		0.0		0.0

SUB-APPROPRIATION 15-3C

PHYSICAL PLANT

OBJECTIVE:

To provide maintenance and operating services for all Government Services owned facilities and grounds and certain leased facilities. Ensure that owned physical properties are in good repair and provide a safe and healthy working environment.

ACTIVITY IDENTIFICATION:

Physical Plant provides comprehensive facility maintenance and management services. These services include all major elements of the building sciences such as energy management, sustainable development, HVAC systems, electrical, plumbing, carpentry roofing, fire & life safety systems, mould remediation and asbestos abatement and industrial hygiene.

EXPECTED RESULTS:

Buildings will be kept in good repair meeting all codes so as to provide a safe and healthy working environment.

Recommissioning will allow the buildings to operate more efficiently therefore reducing energy consumption and improving working conditions.

Mould Remediation and Asbestos Abatement Program (MRAAP) activities will result in a cost avoidance through the rehabilitation of these affected facilities allowing for their ongoing use rather than the requirement for new or replacement facilities.

SUB-APPROPRIATION 15-3C

PHYSICAL PLANT

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	9.00	630.9	9.00	616.4
Technical/Professional	333.09	15,110.0	333.09	14,190.9
Administrative Support	15.00	565.0	15.00	556.3
Employee Benefits		1,691.5		1,582.2
	357.09	17,997.4	357.09	16,945.8
Less: Allowance for Staff Turnover		(1,184.9) [1]		(633.3)
Total Salaries & Employee Benefits	357.09	16,812.5	357.09	16,312.5
OTHER EXPENDITURES				
Grant Town of Churchill		795.0		795.0
Grants in Lieu of Taxes		12,731.4		12,347 4
Transportation		355.7		355.7
Communication		373.5		373.5
Supplies & Services		22,321.5 [2]		20,809.1
Minor Capital		19.9		19.9
Other Operating		95.9		88.6
Total Other Expenditures		36,692.9		34,789.2
Total Gross Expenditures		53,505.4		51 101 7
Recovery from other Appropriations		(1,322.0) [3]		(610.0)
TOTAL SUB-APPROPRIATION		52,183.4		50,491 7

Explanation:

1. Increased staff turnover as a result of vacancy management.
2. Increased costs associated with janitorial and trades contracts; utility cost increases; and general maintenance repairs.
3. Increased client base for the Mould Remediation and Asbestos Abatement Program and additional remedial projects identified.

SUB-APPROPRIATION 15-3D

LEASED PROPERTIES

OBJECTIVES:

To ensure that both clients and landlords are aware of, and adhere to, the terms and conditions of lease agreements and applicable legislation.

ACTIVITY IDENTIFICATION:

Management of lease agreements throughout their term.

Administrative liaison and negotiation with the Lessor for leasehold improvements undertaken during the course of a leased term.

Coordination/administration of maintenance and operation of leased premises as set out in the terms and conditions of the lease agreements.

Resolution with Lessors for contravention to the terms and conditions of the leased agreements or to Acts that apply to the properties (e.g. Workplace Safety & Health).

Administration of financial transactions such as rental payments, escalations, operating expenditures and adjustments as set out in the terms and conditions of the lease agreements.

Annual preparation of the Leased Properties estimates.

EXPECTED RESULTS:

Effective administration of leased properties ensuring client satisfaction and fiscal management.

SUB-APPROPRIATION 15-3D

LEASED PROPERTIES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
OTHER EXPENDITURES				
Transportation				
Communication				
Supplies and Services				
Rent Real Estate		**24,522.6**		23,397 4
Other Operating				
Total Other Expenditures		**24,522.6**		23,397 4
TOTAL SUB-APPROPRIATION		**24,522.6**		23,397 4

SUB-APPROPRIATION 15-3E

PROPERTY SERVICES

OBJECTIVES:

To provide administration and financial support, to facilitate program delivery by providing contract services, residential accommodations, and food services.

To manage the financial activities of the Accommodation Services Division, maintaining an active comptrollership function and ensuring policies and procedures are administered.

ACTIVITY IDENTIFICATION:

Provide field inspection, maintenance and upgrading services for Government employee housing units throughout Manitoba.

Manage the Food Services Program ensuring quality service is provided to clients.

Administer contracts, including composing specifications, preparing tenders and contract documents, advertising and awarding contracts.

Coordinate the preparation of Divisional annual estimates, monthly forecasts, and ensure the timely processing of all payments of accounts and revenues.

EXPECTED RESULTS:

Effective administrative support.

Comfortable, safe and affordable housing to meet client expectations.

Quality food services.

Timely preparation, advertising and award of contracts for services.

Effective management and monitoring of divisional expenditures.

SUB-APPROPRIATION 15-3E

PROPERTY SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**60.3**	1.00	58.5
Professional/Technical	**7.00**	**332.8**	7.00	325.0
Administrative Support	**2.00**	**121.4**	2.00	118.3
Employee Benefits		**57.0**		57.0
	10.00	**571.5**	10.00	558.8
Less: Allowance for Staff Turnover		**(38.3)**		(38.3)
Total Salaries & Employee Benefits	**10.00**	**533.2**	10.00	520.5
OTHER EXPENDITURES				
Transportation		**15.5**		15.5
Communication		**6.2**		6.2
Supplies and Services		**290.2**		290.2
Minor Capital		**14.9**		14.9
Other Operating		**21.4**		17.8
Total Other Expenditures		**348.2**		344.6
Total Gross Expenditures		**881.4**		865.1
Recovery from other Appropriations		**(222.2)**		(222.2)
TOTAL SUB-APPROPRIATION		**659.2**		642.9

SUB-APPROPRIATION 15-3F

SECURITY AND PARKING

OBJECTIVES:

To provide security and parking services for provincially owned and leased facilities, personnel and visitors.

ACTIVITY IDENTIFICATION:

The Physical Security Unit provides consulting services to client departments for general security and alarm systems, including system design and procurement. Activities include security awareness training, security electronics, locksmith, and operation of the Communication Centre.

The Security Investigations Unit manages all security services at the Manitoba Legislative Building and other Winnipeg sites, including personal security for elected officials and visiting dignitaries. The Unit serves to provide effective liaison between clients and police authorities throughout the Province.

The Protective Services Unit manages all security services in outlining areas, and the Government Identification Card program. The Unit assesses requests from provincial departments and provides recommendations and guidelines for the provision of government and private guard protection. Activities include contract preparation and review for private security on behalf of provincial departments.

The Paid Parking Unit provides centralized management, administration and enforcement services for all provincially owned and leased parking facilities. The Unit ensures the limited parking resources are distributed in a fair and equitable manner under a cost recovery program.

EXPECTED RESULTS:

To ensure Government assets and property are properly protected and staff work in a safe environment at all facilities throughout the Province.

To maintain security of the Seat of Government and to provide for the safety of the Premier Cabinet Ministers, MLA's, visiting dignitaries, staff and visitors at the Legislative building.

To maximize the use of all provincial owned and leased parking lots to meet the business requirements of government by working with programs to meet their parking needs on a cost recovery basis.

SUB-APPROPRIATION 15-3F

SECURITY AND PARKING

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**69.5**	1.00	67.5
Professional/Technical	**88.79**	**3,355.3**	84.79	3,111.8
Administrative Support	**11.00**	**490.4**	11.00	472.2
Employee Benefits		**372.5**		330.4
	100.79	**4,287.7**	96.79	3,981.9
Less: Allowance for Staff Turnover		**(149.2)**		(149.2)
Total Salaries & Employee Benefits	**100.79** [1]	**4,138.5**	96.79	3,832.7
OTHER EXPENDITURES				
Transportation		**155.9**		155.9
Communication		**44.0**		44.0
Supplies and Services		**478.2**		478.2
Minor Capital		**19.9**		19.9
Other Operating		**91.0**		73.6
Total Other Expenditures		**789.0**		771.6
Total Gross Expenditures		**4,927.5**		4,604.3
Recovery from other Appropriations		**(2,182.2)**		(2,092.2)
TOTAL SUB-APPROPRIATION		**2,745.3**		2,512.1

Explanation:

1 Addition of 4.00 FTE's to support security operations and to service client departments upon request.

SUB-APPROPRIATION 15-3G

ACCOMMODATION COST RECOVERY

OBJECTIVES:

To charge the cost of owned and leased office and warehouse space to the government program occupants.

ACTIVITY IDENTIFICATION:

Develop, implement and maintain relevant policies and administrative procedures necessary to delivery of the Accommodation Cost Recovery program.

Maintains a perpetual inventory indexed by occupant, of all government owned and leased accommodation.

Identifies the cost of the space occupied by each program and client work group within programs.

Processes a billing to each client work group for the cost of the space it occupies.

Develops and circulates all relevant written guidelines and financial reports.

EXPECTED RESULTS:

Provision of a shared accountability for accommodation management between Government Services and all other departments.

Provision of accommodation cost by client work group as part of their overall program delivery costs. This is expected to lead to a more effective utilization of space.

Provision of costing information enabling management and elected officials to more accurately assess program effectiveness.

Government Services will be held accountable by program managers for its performance in providing suitable accommodations at reasonable cost.

SUB-APPROPRIATION 15-3G

ACCOMMODATION COST RECOVERY

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	**$(000's)**	FTE	$(000's)
Recovery from other Appropriations		**(48,643.6)**		(46,695.8)
Total Other Expenditures		**(48,643.6)**		(46,695.8)
TOTAL SUB-APPROPRIATION		**(48,643.6)**		(46,695.8)

SUB-APPROPRIATION 15-3H

MINOR CAPITAL PROJECTS

OBJECTIVES:

To maintain the Manitoba Government's portfolio of owned properties.

ACTIVITY IDENTIFICATION:

Minor repairs and services required to maintain and preserve Government buildings.

EXPECTED RESULTS:

To maintain existing Government properties in compliance with Workplace Health & Safety and related building codes.

To provide for office consolidation and relocation.

To maintain Manitoba Government accommodation in a manner that best meets the requirements of the tenant organization.

SUB-APPROPRIATION 15-3H

MINOR CAPITAL PROJECTS

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
Other Expenditures		**2,916.6**		2,916.6
Total Other Expenditures		**2,916.6**		2,916.6
TOTAL SUB-APPROPRIATION		**2,916.6**		2,916.6

SUB-APPROPRIATION 15-3I

PROCUREMENT SERVICES

OBJECTIVES:

To provide corporate procurement services to all government departments and certain agencies to ensure that each purchase contract represents a fair and reasonable cost to taxpayers, and that it extends competitive opportunity to interested suppliers.

ACTIVITY IDENTIFICATION:

Provide departments and certain agencies with centralized tendering and contracting services.

Provide product specifications, material identification, cataloguing services and commodity standardization strategies.

Promote Sustainable Development procurement initiatives including the purchase and use of environmentally preferred goods and services across government.

Increase the participation of Aboriginal Suppliers in providing goods and services to Manitoba through the implementation of the Aboriginal Procurement Initiative; liaise with the vendor community to promote business opportunities and to increase the participation of small businesses.

Develop corporate supply strategies and establish contracts for common use goods and services used across government.

Provide consultative services to clients regarding product evaluations, procurement methods, and contract terminology

Develop and implement corporate procurement policies and establish best practices with input from departmental representation on the Manitoba Procurement Council.

Participate in Federal/Provincial procurement initiatives such as reduction of inter-provincial trade barriers, inter-provincial information networks and initiatives aimed at improving access to government procurement.

Administer government-wide purchasing activity through the delegation of purchasing authority of the Purchasing Card.

EXPECTED RESULTS:

Reduction in overall administrative costs to government through elimination of effort duplication.

Reduction or long term stabilization of the cost of goods or services through demand consolidation and the utilization of procurement supply strategies.

Improved client service through standardised procurement policy and practices and streamlining of operating procedures.

SUB-APPROPRIATION 15-3I

PROCUREMENT SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	**$(000's)**	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**2.00**	**177.1**	2.00	171.9
Professional/Technical	**17.00**	**972.2**	15.00	940.9
Administrative Support	**13.60**	**555.9**	20.60	783.4
Employee Benefits		**182.4**		179.8
	32.60	**1,887.6**	37.60	2,076.0
Less: Allowance for Staff Turnover		**(75.2)**		(75.2)
Total Salaries & Employee Benefits	**32.60** [1]	**1,812.4**	37.60	2,000.8
OTHER EXPENDITURES				
Transportation		**20.7**		20.7
Communication		**62.9**		62.9
Supplies and Services		**243.3**		243.3
Minor Capital		**6.5**		6.5
Other Operating		**33.4**		25.8
Total Other Expenditures		**366.8**		359.2
TOTAL SUB-APPROPRIATION		**2,179.2**		2,360.0

Explanation:

1 Elimination of vacant positions.

SUB-APPROPRIATION 15-3J

GOVERNMENT AIR SERVICES

OBJECTIVES:

To provide safe, economic and efficient air transportation services for clients through effective fleet utilization and co-ordination of programs in provincial and private sector aircraft.

ACTIVITY IDENTIFICATION:

Air Ambulance – In conjunction with Manitoba Health, Air Services provides Lifeflight air ambulance transportation, both in and outside the Province, using two Government owned jets and private sector aircraft.

Fire Suppression – Provides Manitoba's aerial surveillance and forest fire suppression needs in conjunction with Manitoba Conservation, using seven water bombers, three Cessna twin engine birddog aircraft and three De Havilland single Otter aircraft.

General Transportation – When the aircraft are not being utilized for either fire suppression or air ambulance purposes, Air Service provides air transport services for provincial personnel and cargo using the eight passenger Cessna jet, the nine passenger Piper Navajo twin engine aircraft, the three five passenger Cessna 310s, and the three ten passenger float/ski equipped De Havilland Otters. In addition to the actual transport, Air Services also coordinates and audits charter billings for all clients flying in private sector aircraft.

EXPECTED RESULTS:

Air Ambulance – To provide 24 hour seven days a week, Lifeflight operations to the Provincial and Federal Departments of Health to meet program requirements.

Fire Suppression – To ensure aircraft availability annually from April 1 to October 15 (freeze up) for Manitoba Conservation to meet program expectations in containing forest fires within Manitoba and other jurisdictions on an as required basis.

General Transport – Air Services performs operational program audits to identify the full costs and benefits as well as opportunities for achieving economies of scale through more efficient use of hangar space and aircraft.

To complete a cost-effectiveness analysis of all aircraft to determine economic implications associated with existing types of aircraft and usage.

SUB-APPROPRIATION 15-3J

GOVERNMENT AIR SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**85.9**	1.00	83.4
Professional/Technical	**69.00**	**4,964.1**	69.00	4,832.1
Administrative Support	**8.00**	**384.6**	8.00	373.6
Employee Benefits		**535.6**		524.6
	78.00	**5,970.2**	78.00	5,813.7
Less: Allowance for Staff Turnover		**(198.8)**		(198.8)
Total Salaries & Employee Benefits	**78.00**	**5,771.4**	78.00	5,614.9
OTHER EXPENDITURES				
Transportation		**287.5**		110.2
Communication		**141.7**		141 7
Supplies and Services		**3,880.9**		3,803.9
Stores (including inventory purchases)		**940.9**		940.9
Other Operating		**1,325.8**		1 180.0
Total Other Expenditures		**6,576.8**		6,176.7
Total Gross Expenditures		**12,348.2**		11 791.6
Recovery from Other Appropriations		**(12,348.2)**		(11 791.6)
TOTAL SUB-APPROPRIATION		**0.0**		0.0

SUB-APPROPRIATION 15-3K

MAIL MANAGEMENT AGENCY

Mail Management became a special operating agency on April 1 1996. Refer to Section 5 for detailed financial information.

SUB-APPROPRIATION 15-3L

MATERIALS DISTRIBUTION AGENCY

Material Distribution became a special operating agency on April 1 1993. Refer to Section 5 for detailed financial information.

SUB-APPROPRIATION 15-3M

LAND MANAGEMENT SERVICES

Land Management became a special operating agency on April 1 1995. Refer to Section 5 for detailed financial information.

SUB-APPROPRIATION 15-3N

FLEET VEHICLES AGENCY

Fleet Vehicles became a special operating agency on April 1 1992. Refer to Section 5 for detailed financial information.

Resolution No	Approp. No.	Transportation and Government Services (15) Details of Appropriation	Estimates of Expenditure 2004/05 $(000's)	Estimates of Expenditure 2003/04 $(000's)
15.4	4.	INFRASTRUCTURE WORKS	**125,609.9**	123,398.3
		• Provides for the maintenance of Manitoba's primary and secondary road systems.		
		• Provides for the rehabilitation/preservation of Provincial Trunk Highway System and the Provincial Road System.		
		• Provides assistance to cities, towns and villages outside of Winnipeg in the development and maintenance of local transportation needs.		
		• Provides for roadwork projects in Local Government Districts and Unorganized Territories that are a mix of projects financed 100% by the Province and projects financed on a 50/50 basis between the Province and the Local Government Districts.		
		• Provides funding for a variety of transportation related capital projects.		
		• Provides funding for the administration, construction and maintenance of the winter road system.		
		a) Maintenance and Preservation Program	**111,485.5**	109,297.5
		b) Mechanical Equipment Services		
		c) Grant Assistance to Local Governments	**1,300.0**	1 450.0
		d) Work in Municipalities, Local Government Districts and Unorganized Territory	**3,265.9**	3,238.6
		e) Other Projects	**3,605.8**	3,605.8
		f) Winter Roads	**5,952.7**	5,806.4
			125,609.9	123,398.3

SUB-APPROPRIATION 15-4A

MAINTENANCE AND PRESERVATION OF PROVINCIAL TRUNK HIGHWAYS, PROVINCIAL ROADS AND RELATED EXPENDITURES

OBJECTIVES:

To protect public investment in highway infrastructure and ensure that the traveling public and commercial vehicles are provided with safe, efficient and convenient movement by maintaining roads, bridges and traffic control devices to acceptable standards.

ACTIVITY IDENTIFICATION:

Provides repairs to paved surfaces, including shoulders.

Conducts gravel surface work including dragging, re-gravelling and dust control.

Carries out roadside maintenance, including mowing, weed control and litter pick-up.

Performs preservation through micro-surfacing, route and crackfill and sealcoating.

Provides maintenance of signs, guardrails, guide posts and traffic control devices.

Performs maintenance on bridges and drainage facilities.

Conducts winter maintenance activities including snow plowing, snow fencing, sanding and salting.

EXPECTED RESULTS:

A provincial highway system that ensure safe and efficient travel.

Maintenance of highway infrastructure and aesthetics through maintenance activities.

Promotion of safety and travel information to highway users through maintenance of regulatory and information signs and other traffic control devices.

Maintaining the integrity of the bridge system.

Ensure the asset life expectancy is met and generally extended through preservation activities.

SUB-APPROPRIATION 15-4A

MAINTENANCE AND PRESERVATION OF PROVINCIAL TRUNK HIGHWAYS, PROVINCIAL ROADS AND RELATED EXPENDITURES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Professional/Technical	**988.02**	**36,690.8**	988.02	35,757.8
Employee Benefits		**4,383.1**		4,218.5
	988.02	**41,073.9**	988.02	39,976.3
Less: Allowance for Staff Turnover		**(486.9)**		(486.9)
Total Salaries & Employee Benefits	**988.02**	**40,587.0**	988.02	39,489.4
OTHER EXPENDITURES				
Transportation		**2,362.5**		2,330.2
Communication		**1,779.9**		1,854.5
Supplies and Services		**73,001 1**		70,800.6
Materials	**27,008.6**		26,100.9	
Railway Crossing Maintenance	**848.5**		830.8	
Grants in Lieu of Taxes	**705.0**		600.0	
Utilities	**1,594.1**		1,559.8	
Equipment	**24,787 1**		24,027.0	
Municipal Maintenance Payments	**1,700.0**		1 700.0	
Other	**16,357.8**		15,982.1	
Other Operating		**3,904.8**		3,853.2
Total Other Expenditures		**81,048.3**		78,838.5
Total Gross Expenditures		**121,635.3**		118,327.9
Less: Recoverable from Part B Capital Investment *		**(10,149.8)**		(9,030.4)
TOTAL SUB-APPROPRIATION		**111,485.5**		109,297.5

Includes direct departmental costs required for the delivery of the highway infrastructure program.

SUB-APPROPRIATION 15-4B

MECHANICAL EQUIPMENT SERVICES

OBJECTIVES:

To provide mechanical equipment and warehousing services to support the safe and efficient delivery of the Department's construction, maintenance and preservation programs and remote airport programs in a manner which incorporates the principles of sustainable development and environmental awareness.

ACTIVITY IDENTIFICATION:

Develops policy and standards applicable to the maintenance of the mechanical equipment fleet and the Department's warehouse operations.

Acquires and services a variety of mechanical equipment required for highway maintenance for the Department.

Operates a network of repair and warehouse facilities throughout the province to provide equipment, materials and parts to the department.

Regularly inspects and provides preventive maintenance on equipment and facilities to prolong service life.

Acquires and maintains equipment required for airport operation to ensure serviceability of remote airports.

EXPECTED RESULTS:

Timely provision of appropriate equipment to deliver cost-effective highway maintenance services.

Provision of equipment and maintenance to ensure the safe and efficient operation of remote provincial airports.

The timely and cost-effective distribution of supplies and equipment parts.

SUB-APPROPRIATION 15-4B

MECHANICAL EQUIPMENT SERVICES

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
SALARIES & EMPLOYEE BENEFITS				
Managerial	**1.00**	**72.6**	1.00	70.5
Professional/Technical	**138.73**	**3,737.2**	152.13	4,755.0
Administrative Support	**33.00**	**1,363.2**	33.00	1,323.5
Employee Benefits		**594.9**		577.5
	172.73	**5,767.9**	186.13	6,726.5
Less: Allowance for Staff Turnover		**(62.6)**		(62.6)
Total Salaries & Employee Benefits	**172.73** [1]	**5,705.3**	186.13	6,663.9
OTHER EXPENDITURES				
Transportation		**174.9**		174.9
Communication		**69.4**		69.4
Supplies and Services		**15,331.6**		15,331.6
Accommodation	**945.1**		945.1	
Fuel Truck	**5,225.0**		5,225.0	
Tires	**567.2**		567.2	
Repairs and Maintenance	**5,820.0**		5,820.0	
Utilities	**650.0**		650.0	
Equipment Rentals	**1,572.3**		1,572.3	
Other	**552.0**		552.0	
Other Operating		**730.0**		730.0
Vehicle Insurance	**400.0**		400.0	
Other	**330.0**		330.0	
Warehouse Stores Purchases		**4,357 1**		4,357 1
Total Other Expenditures		**20,663.0**		20,663.0
Total Gross Expenditures		**26,368.3**		27,326.9
Less: Recoverable from other Appropriations		**(26,368.3)**		(27,326.9)
TOTAL SUB-APPROPRIATION		**0.0**		0.0

Explanation:

1 Elimination of vacant positions.

SUB-APPROPRIATION 15-4C

GRANT ASSISTANCE TO LOCAL GOVERNMENTS

OBJECTIVES:

Provides financial assistance to cities, towns and villages outside the City of Winnipeg in the construction of local transportation.

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
Aid to Cities, Towns and Villages		1,300.0		1,300.0
Airport Capital Assistance Program		0.0		150.0
TOTAL SUB-APPROPRIATION		1,300.0		1 450.0

SUB-APPROPRIATION 15-4D

WORK IN MUNICIPALITIES, LOCAL GOVERNMENT DISTRICTS AND UNORGANIZED TERRITORIES

OBJECTIVES:

Roadwork projects that are financed 100% by the Province or on a 50/50 basis between the former Local Government Districts and the Province.

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	$(000's)	FTE	$(000's)
Salaries and Wages	25.00	935.9	25.00	908.6
Other Expenditures		2,330.0		2,330.0
TOTAL SUB-APPROPRIATION	25.00	3,265.9	25.00	3,238.6

SUB-APPROPRIATION 15-4E

OTHER PROJECTS

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	**$(000's)**	FTE	$(000's)
Highway Maintenance Equipment		**20.0**		20.0
Airport Improvements		**2,995.1**		2,995.1
Ferries and Landings		**120.9**		120.9
Building and Storage Yards		**429.8**		429.8
Improvements to Weigh Scales		**40.0**		40.0
TOTAL SUB-APPROPRIATION		**3,605.8**		3,605.8

SUB-APPROPRIATION 15-4F

WINTER ROADS

OBJECTIVES:

To facilitate the hauling of freight to northern and remote communities through the construction and maintenance of winter roads.

To maximize the creation of local employment opportunities.

ACTIVITY IDENTIFICATION:

Identifies areas for winter road construction to be funded exclusively by the Province and cost-shared between the Government of Manitoba and the Government of Canada.

Funds and administers the construction and maintenance of winter roads in designated areas.

EXPECTED RESULTS:

Lower cost and more convenient transportation of bulk goods to northern and remote communities in Manitoba.

The development of local employment opportunities in northern and remote areas.

SUB-APPROPRIATION 15-4F

WINTER ROADS

	Estimates of Expenditure 2004/05		Estimates of Expenditure 2003/04	
	FTE	**$(000's)**	FTE	$(000's)
Winter Road 100% Provincial		**405.0**		405.0
Winter Roads Shareable with Canada and Third Parties		**5,547.7**		5,401 4
TOTAL SUB-APPROPRIATION		**5,952.7**		5,806.4

Res. No	Approp. No.	Transportation and Government Services (15) Details of Appropriation	**Estimates of Expenditure 2004/05 $(000's)**	Estimates of Expenditure 2003/04 $(000's)
15.5	5.	COSTS RELATED TO CAPITAL ASSETS	**145,824.8**	143,238.3
		• Provides for costs related to capital assets.		
		a) Air Services	**430.3**	430.0
		b) Desktop Services	**573.0**	573.0
		c) General Assets	**25,116.0**	24,721.6
		d) Infrastructure Assets		
		Provincial Roads and Highways	**119,705.5**	117,513.7
			145,824.8	143,238.3

SUB-APPROPRIATION 15-5

COSTS RELATED TO CAPITAL ASSETS

OBJECTIVES:

Provides for costs related to capital assets.

ACTIVITY IDENTIFICATION:

Amortization of Better Methods (SAP).

Amortization related to general and infrastructure tangible capital assets.

Amortization of desktop hardware and transition.

Desktop Enterprise Software Licences.

Interest related to general and infrastructure tangible capital assets.

EXPECTED RESULTS:

The systematic write-off to expense of the cost of an asset over its expected economic useful life.

SUB-APPROPRIATION 15-5

COSTS RELATED TO CAPITAL ASSETS

	Estimates of Expenditure 2004/05 $(000's)	Estimates of Expenditure 2003/04 $(000's)
(a) Air Services		
(1) Amortization Expense	3,606.3	2,596.9
(2) Recoverable from other Appropriations	(3,176.0)	(2,166.9)
Subtotal (a)	430.3	430.0
(b) Desktop Services		
(1) Amortization Expense Hardware and Transition	198.6	198.6
(2) Enterprise Software Licenses	374.4	374.4
Subtotal (b)	573.0	573.0
(c) General Assets		
(1) Amortization Expense	11,916.1	11,978.8
(2) Interest Expense	13,199.9	12,742.8
Subtotal (c)	25,116.0	24,721.6
(d) Infrastructure Assets Provincial Roads and Highways		
(1) Amortization Expense	64,037.3	63,421.7
(2) Interest Expense	55,668.2	54,092.0
Subtotal (d)	119,705.5	117,513.7
TOTAL APPROPRIATION	145,824.8	143,238.3

PART 3

HISTORICAL INFORMATION

SCHEDULE 7

DEPARTMENT OF TRANSPORTATION AND GOVERNMENT SERVICES
FIVE YEAR EXPENDITURE AND STAFFING SUMMARY BY APPROPRIATION ($000)
FOR YEARS ENDING MARCH 31 2001 MARCH 31 2005

	ACTUAL ESTIMATES OF EXPENDTIURES						ADJUSTED ESTIMATES OF EXPENDITURES		PRINTED MAIN ESTIMATES OF EXPEND	
	2000/01		2001/02		2002/03		2003/04		2004/05	
	FTE	$	FTE	$	FTE	$	FTE	$	FTE	$
Administration and Finance	109 50	8 072 2	115 25	8 372 3	116 75	8 610 5	122 25	9 442 0	117 25	9 539 4
Highways and Transportation Programs	834 48	59 613 9	833 48	60 851 9	842 48	62 538 1	902 06	66 860 6	764 14	65 725 8
Government Services Programs	599 46	34 035 0	600 86	37 001 3	605 07	35 718 7	670 26	37 202 5	669 26	38 073 1
Infrastructure Works	1 165 00	178 385 3	1 168 00	176 660 1	1 164 00	188 892 1	1 199 15	123 398 3	1 185 75	125 609 9
Costs Related to Capital Assets		11 475 7		25 536 2		25 329 5		143 238 3		145 824 8
TOTAL	**2,708 44**	**291,582 1**	**2,717 59**	**308,421 8**	**2,728 30**	**321,088 9**	**2,893 72**	**380,141 7**	**2,736 40**	**384,773 0**

PART 4

PART B - CAPITAL INVESTMENT

As a result of Government's decision to implement a financial budgeting and reporting model for infrastructure capital assets, the Department's funding is separated into two votes. Part A Expenditures provide for the overall operation and preservation of the provincial transportation system. Investment is focused on surface repair and preventative maintenance such as micro-surfacing, route and crackfill and sealcoating, along with operational activities like snow and ice control, pavement marking and sign replacement. It also includes the amortization and interest expense on the Province's transportation systems assets. Transportation systems assets include all Provincial Trunk Highways (PTH's), Provincial Roads (PR's), all bridges, structures, and northern airport runways.

Part B provides for capital investment in the Province's infrastructure assets. Projects include: (1) total rehabilitation of existing roads; (2) new construction such as twinning, intersection improvements, interchanges, etc., (3) Federal/Provincial projects such as Strategic Highway Improvement Program (SHIP) and Prairie Grain Roads Program (PGRP) and Airport Capital Assistance Program (ACAP).

CAPITAL INVESTMENT

OBJECTIVES:

To acquire and maintain capital assets including highways infrastructure assets which are administered by this Department for the Manitoba Government.

ACTIVITY IDENTIFICATION:

Acquisition, construction and major repairs to capital assets including highways infrastructure assets owned by the Manitoba Government and administered by this Department.

EXPECTED RESULTS:

To ensure recognition of all capital costs associated with the acquisition, construction and maintenance of physical assets including highways infrastructure assets.

Res. No	Approp. No.		Estimates of Capital Investment 2004/05 $(000's)	Estimates of Capital Investment 2003/04 $(000's)
		CAPITAL INVESTMENT		
B.11	11	Provides for the acquisition of physical assets; major building construction and building renovation projects and the acquisition and maintenance of government aircraft.	**26,358.4**	27 440.0
		(a) Transportation Capital Projects and Equipment	**9,227.4**	9,509.1
		Less: Third Party Recoveries	**(929.7)**	(2,569.1)
		Subtotal	**8,297.7**	6,940.0
		(b) Government Services Capital Projects	**14,160.7**	14,000.0
		(c) Air Services Capital Projects	**3,900.0**	6,500.0
			26,358.4	27 440.0

Res. No	Approp. No.		**Estimates of Capital Investment 2004/05 $(000's)**	Estimates of Capital Investment 2003/04 $(000's)
		CAPITAL INVESTMENT		
B.14	14.	Provides for the construction and enhancement of provincial roads and highways.	**78,917.6**	68,468.8
		(a) Highways Infrastructure Capital	**87 167.6**	80,218.8
		(b) Less: Third Party Recoveries	**(8,250.0)**	(11 750.0)
			78,917.6 [1]	68,468.8

Explanation:

1 An additional $7.5 million is being incurred by Manitoba Hydro for construction of the South Indian Lake road and the Netnak Bridge to Cross Lake.

PART 5

SPECIAL OPERATING AGENCIES

FLEET VEHICLES AGENCY

BACKGROUND

In 1934, Fleet Vehicles was created as a branch of the Manitoba Provincial government to provide a centralized fleet management program. It was established to maximize efficiencies in vehicle acquisitions, maintenance and use, and to lower overall vehicle operating costs to government. On April 1 1992, the Branch was approved as a Special Operating Agency (SOA), the first such agency at the provincial level in Canada. On April 1 2003, the agency assumed responsibility for Radio Services.

RESPONSIBILITY

Fleet Vehicles Agency (*FLEET*) provides competitive, comprehensive fleet management services to public sector organizations in Manitoba, including provincial departments, agencies and Crown corporations. The fleet consists of approximately 2,600 vehicles including trucks (52%), vans (31%), sedans (14%) and ambulances (3%) operating from more than 600 locations throughout the province. The fleet travels more than 55 million kilometres annually Approximately one-third of the fleet is serviced by *FLEET*'s central Winnipeg garage with the remainder serviced by the Agency's private sector contacts throughout Manitoba, with *FLEET* ensuring high service standards to clients regardless of location. Radio Services is responsible for evaluating and supplying the fixed and mobile radio requirements of its provincial and other clients.

VISION

TO PROVIDE ALL VEHICLE AND EQUIPMENT MANAGEMENT SERVICES TO THE BROADER PUBLIC SECTOR.

MISSION

WE ARE COMMITTED TO PROVIDE OUR CLIENTS WITH A COMPLETE RANGE OF QUALITY FLEET MANAGEMENT SERVICES TO ASSIST IN THE EFFICIENT DELIVERY OF PUBLIC PROGRAMS.

CRITICAL SUCCESS FACTORS

- Enhance the value and quality of our service to meet stakeholders' expectations.
- Administer assets and resources in a fiscally responsible manner
- Operate efficient and effective management information systems.
- Advance new market opportunities.
- Foster an Agency that informs, prepares and empowers employees.

SPECIAL OPERATING AGENCY STATUS

Fleet Vehicles became a Special Operating Agency (SOA) on April 1 1992. Operating as a SOA has led to improved customer service and service quality while reducing the provincial government's overall vehicle costs. With the introduction of an improved rate structure and comprehensive fleet management information system, clients have expressed greater satisfaction with the services provided.

2004/05 KEY GOALS AND OBJECTIVES

Marketing and Sales:

- Increase revenues in identified target markets by 5% for the year ending March 31 2005, as compared to the preceding year
- Provide light duty vehicle services to a minimum of two school divisions and full fleet management services to a minimum of two rural municipalities by March 31 2005.
- Continue to increase awareness of the Sustainable Development initiatives with customer and prospective customer vehicle coordinators and drivers.

Service:

- Acquire suitable vehicles for *FLEET* clients and dispose of vehicles at an optimum time in order to meet clients' ground transportation needs and lower overall vehicle costs.
- Maximize vehicle repair facility efficiencies to ensure high quality service to provincial and broader public sector clients operating within the vicinity of Winnipeg.
- Increase awareness of the Sustainable Development initiatives with customer and prospective customer vehicle coordinators and drivers.

Organization and Management:

- Retain existing clients through efficiencies and increased customer satisfaction.
- Prepare a skilled workforce for the changing work environment.
- Increase awareness of the Sustainable Development initiatives including the use and benefits of ethanol, consideration of diesel applications for working vehicles in the fleet, and the decrease of engine idling (Anti-Idling Awareness Campaign) with all levels of staff at *FLEET*
- Continue to work towards the consolidation of the operations of *FLEET* and the Mechanical Equipment Services Branch of Manitoba Transportation.

Finance:

- Provide financial services and support to *FLEET* management and staff to assist them in meeting *FLEET*'s program delivery objectives and to ensure compliance with government policies.
- Ensure that *FLEET*'s reliance on Loan Act Authority to finance the purchase of new and replacement vehicles (except for ambulances) is not increased when compared to levels in recent years.
- Pay revenue sharing to the Consolidated Fund on a quarterly basis in accordance with the established revenue sharing amount.

2004/05 KEY TARGETS

- Be the successful bidder on 100% of current client tenders issued for vehicle leasing and management for the 2004/05 business year

- Maintain repair services that are cost competitive through a quarterly minimum shop labour efficiency rate of 90% and a maximum parts mark-up of 16% during 2004/05.

- Ensure high quality service work by maintaining a maximum work order comeback rate below 1.0%.

- Investigate manufacturer and vehicle options for purchases of replacement vehicles that use a combination of ethanol and gasoline.

- Continue to monitor the technological advancements associated with hybrid electric vehicles and consider purchases where client departments have determined the use of hybrid electric vehicles in their programs is cost-effective and feasible.

- Continue to maintain *FLEET*'s Loan Act Authority draw down percentage relative to vehicle costs (except for ambulances) at a maximum rate of 60% each year

- Maximize *FLEET*'s cash position by maintaining days sales in receivables at no more than 35 days at the end of each quarter during 2004/05.

- Provide an average of a minimum of 10 hours of development training for all repair facility staff in 2004/05.

- Ensure all *FLEET* managers and staff receive training identified from the yearly Performance Management program within 12 months of identification.

- Introduce the "competency-based jobs" process to *FLEET* managers to formalize the succession-planning process at *FLEET*

- Develop reports in Keys, our fleet management information system, on vehicle utilization, revenues and expenses to better manage our fleet and its related operations.

- Work with current customers to match their vehicle needs to their program requirements.

- Find and partner with organizations and committees that have connections to, and the respect of, potential customers in the broader public sector

- Explore opportunities to advertise, attend trade shows, write articles for association publications, speak at regional meetings, and conduct workshops at conventions.

- When and where resources are underutilized in a geographic region, promote our services to other customers and new markets: e.g. local school divisions or other customers within the region.

- Work with the Radio Services staff to assimilate their operations into *FLEET* and work towards making their service a specialty function offered by *FLEET*

- Develop a strategy in conjunction with the Radio Services staff to jointly reach the emergency services operations in Manitoba municipalities, thereby offering them a viable alternative to the service they now use in each municipality to monitor 911 calls in their respective areas.

FLEET VEHICLES AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCING AUTHORITY

Proforma Balance Sheet

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Assets			
Current			
Cash			
Receivables	2,909.0	**3,020.0**	3,148.0
Inventories	190.0	**190.0**	190.0
Prepaids	1,560.0	**1,612.0**	1,689.0
	4,659.0	**4,822.0**	5,027.0
Capital assets	39,870.0	**40,520.0**	41,752.0
Receivable from the Province of Manitoba	228.0	**228.0**	228.0
	44,757.0	**45,570.0**	47,007.0
Liabilities			
Current			
Working capital payable, net of cash	3,603.0	**3,619.0**	3,890.0
Payables and accruals	1,000.0	**1,000.0**	1,000.0
Revenue sharing to the Consolidated Fund			
Unearned revenue	1,005.0	**1,035.0**	1,077.0
Current portion of long term debt	5,859.0	**6,348.0**	6,396.0
	11 467.0	**12,002.0**	12,363.0
Long term debt, less current portion included above	15,430.0	**15,659.0**	16,379.0
Severance pay liability	348.0	**387.0**	358.0
	27,245.0	**28,048.0**	29,100.0
Equity			
Contributed equity	4,285.0	**4,285.0**	4,285.0
Retained earnings	13,227.0	**13,237.0**	13,622.0
	17,512.0	**17,522.0**	17,907.0
	44,757.0	**45,570.0**	47,007.0

FLEET VEHICLES AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCING AUTHORITY

Proforma Statements of Earnings and Retained Earnings

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Revenue			
Vehicle leases	25,320.0	**26,367.0**	27,518.0
Gain on disposal of vehicles	718.0	**649.0**	851.0
Interest income	36.0	**34.0**	35.0
Other revenue	1,801.0	**1,832.0**	1,883.0
Radio Services revenue and expenses, net	(49.0)		
	27,826.0	**28,882.0**	30,287.0
Expenses			
Salaries	2,148.0	**2,290.0**	2,359.0
Vehicle operating expenses	21,355.0	**22,345.0**	23,306.0
Administrative expenses	1,385.0	**1,561.0**	1 495.0
Community service	38.0	**29.0**	32.0
Interest expense	1 125.0	**1,147.0**	1,210.0
	26,051.0	**27,372.0**	28,402.0
Net earnings	1,775.0	**1,510.0**	1,885.0
Retained earnings, beginning of year	12,952.0	**13,227.0**	13,237.0
Net earnings	1,775.0	**1,510.0**	1,885.0
Revenue sharing to the Consolidated Fund	(1,500.0)	**(1,500.0)**	(1,500.0)
Retained earnings, end of year	13,227.0	**13,237.0**	13,622.0

NOTE:

Salaries are projected at current staffing levels. Benefits are calculated at 16.83% of salaries, plus severance pay

FLEET VEHICLES AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCING AUTHORITY

Proforma Statement of Cash Flows

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Cash flows from operating activities			
Net earnings	1,775.0	**1,510.0**	1,885.0
Amortization	8,451.0	**9,036.0**	9,250.0
Gain on disposal of vehicles	(718.0)	**(649.0)**	(851.0)
Increase (decrease) in severance pay liability	24.0	**39.0**	(29.0)
	9,532.0	**9,936.0**	10,255.0
Change in:			
Receivables	(1 109.0)	**(111.0)**	(128.0)
Inventories	(14.0)		
Prepaids	(22.0)	**(52.0)**	(77.0)
Payables and accruals	113.0		
Revenue sharing to the Consolidated Fund	(375.0)		
Unearned revenue	25.0	**30.0**	42.0
Net cash provided by operating activities	8,150.0	**9,803.0**	10,092.0
Cash flows from investing activities			
Proceeds from disposal of vehicles	1,831.0	**1,932.0**	2,315.0
Acquisition of vehicles	(10,249.0)	**(10,887.0)**	(11,858.0)
Acquisition of equipment	(62.0)	**(82.0)**	(88.0)
Acquisition of leasehold improvements			
Net cash used in investing activities	(8,480.0)	**(9,037.0)**	(9,631.0)
Cash flows from financing activities			
Proceeds from Loan Act Authority draw downs	6,381.0	**6,761.0**	7,314.0
Long term debt repayments	(5,381.0)	**(6,043.0)**	(6,546.0)
Revenue sharing to the Consolidated Fund	(1,500.0)	**(1,500.0)**	(1,500.0)
Net cash used in financing activities	(500.0)	**(782.0)**	(732.0)
Net decrease in cash	(830.0)	**(16.0)**	(271.0)
Working capital payable, net of cash			
Beginning of year	(2,773.0)	**(3,603.0)**	(3,619.0)
End of year	(3,603.0)	**(3,619.0)**	(3,890.0)

LAND MANAGEMENT SERVICES

BACKGROUND

The Land Acquisition Branch was created in 1965 as part of the Department of Public Works. *The Land Acquisition Act* was passed into law in the same year to bring consistency and uniformity to the process of real estate acquisition by government. Part I of *The Land Acquisition Act* established the Land Acquisition Branch and Part II established The Land Value Appraisal Commission.

RESPONSIBILITY

The Land Acquisition Branch was made responsible for the appraisal and acquisition of real property for Departments and Government Agencies, or the expropriation of land by any authority as well as the disposal of surplus buildings and land. The head office was decentralized to Portage la Prairie in April 1993, with a regional office continuing to be located in Brandon and Dauphin, with appraisers located in Winnipeg, Brandon, Dauphin and Portage La Prairie.

MISSION

TO PROVIDE COMPREHENSIVE LAND MANAGEMENT SERVICES
TO VARIOUS LEVELS OF GOVERNMENTS, DEPARTMENTS, BOARDS,
COMMISSIONS, CORPORATIONS, AGENCIES AND CLIENTS

VISION

TO BE THE PRINCIPAL SUPPLIER OF A CENTRALIZED,
ALL INCLUSIVE REAL ESTATE SERVICE TO THE PUBLIC SECTOR
USING AN OPTIMAL BLEND OF INTERNAL AND EXTERNAL RESOURCES

CRITICAL SUCCESS FACTORS

- Continued implementation of succession plans;

  Expected Result: To ensure continuity of services to LMS clients.

- Regular staff meetings of all business areas of LMS to facilitate the sharing of ideas to afford staff the means to address operational opportunities;

  Expected Result: Empowerment of employees.

- Expansion or enhancement of products, services and delivery programs provided:

  Expected Result: Implementation of change management program to meet ever increasing client requirements.

- Continued review and redesign of technology·

  Expected Result: Achieve greater efficiencies, reduction of ongoing costs and develop effective market tools.

SPECIAL OPERATING AGENCY STATUS

Land Management Services became an SOA to provide more timely and cost-effective services to Government Departments, Boards, and Agencies.

Land Management Services, in its efforts to improve services, has concentrated on improving internal processes by developing information systems, and strengthening internal and external communications.

Specific initiatives include:

- Clearly defining operations;
- Setting demanding goals for performance and developing strategies for attaining these goals;
- Applying and adapting the best private and public sector management techniques;
- Monitoring performance to ensure continuous progress toward goals.

GOALS

- To provide Government with opportunities to reduce annual expenses for real estate interests held in Manitoba.
- To have access to a consolidated real property inventory listing of all Manitoba owned land and/or buildings.
- To be the service provider of choice by all levels of Government for real estate services.
- Expansion or enhancement of products, services, and delivery programs provided.

OBJECTIVES

- To continue with implementation of succession planning to ensure continuity of services.
- To ensure that an accessible, safe and secure environment is maintained for all record storage.
- To stabilize and expand LMS's information technology to enhance services and diverse marketing tools.

BUSINESS PRACTICES & PRINCIPLES

- To run Agency operations, as far as practical, according to best business practices.
- To maintain and renew equipment and other assets, in light of operational needs, using appropriate methods of investing.
- To promote staff participation in the ongoing development of operational efficiencies in all aspects of operations.
- To continually asses the Agency's policies and procedures in relation to overall efficiency and effectiveness.

2003/2004 KEY TARGETS

- To analyze acquisition processes in relation to data collected and implement automated reporting to identify when key steps are not achieved within acceptable timeframes.

  To modify existing Notes Application Land Management System application for reporting pertinent data.

- To finalize a minimum of 600 backlog files for Water Branch and 500 for Transportation in 2004/05.

  Finalize backlog files based on funds allocated by Water Branch and Transportation.

- To assist Treasury Board by identifying Government properties that may be suitable for disposition.

  Obtain and review annual report on GILT payments from Inter-Governmental Affairs. The report is to include: Tax Authorities Roll numbers, total assessed value and building assessment if applicable, exemption status (taxes) and Department responsible;
  Identify property contact the department responsible for the GILT payment, and verify property's intended use;
  Report findings to Treasury Board and arrange disposition as directed.

- To have in place qualified appraisal/acquisition staff to ensure the Agency's succession objectives are achieved.

  Senior staff will provide one on one mentoring to new staff. The technical knowledge required will be made available through courses and seminars that are a requirement for membership in the Appraisal Institute of Canada and the International Right of Way Association.

- Reduce duplication of real estate services within Manitoba Public Sector in accordance with Expenditure Management practices.

  To take a leading, consultative role in the rationalization and enhancement of the management of provincial property assets;
  To continue existing, as well as commencing new, revenue generating activities in a systematic manner which will move the Agency towards the realization of the long term goal.

- Improve efficiencies and results by safeguarding and maximizing assets and resources:

  Return to a positive return on assets/investments with a minimum 25% return;
  Liquidity ratio of 76 to 1
  Maintain 45 days collection period in receivables.

LAND MANAGEMENT SERVICES

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Balance Sheet

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Assets			
Current Assets:			
Cash and short term deposits			
Accounts receivable	212.7	**240.4**	223.3
Work in progress	77.6	**87.7**	81.5
Prepaid expenses	65.0	**65.0**	65.0
Total Current Assets	355.3	**393.1**	369.8
Other Assets:			
Pension Trust			
Finalizing Trust	3.2	**3.4**	3.5
Receivable from the Province of Manitoba	324.1	**324.1**	324.1
Fixed Assets (Net)	287.0	**333.3**	341.8
Total Assets	969.6	**1,053.9**	1,039.2
Liabilities			
Current liabilities:			
Working capital payable	**87.0**	**168.4**	109.3
Accounts payable and accrued liability	224.9	**250.4**	233.0
Funds held in trust	100.0	**100.0**	100.0
Total current liabilities	411.9	**518.8**	442.3
Other long-term liabilities:			
Pension Liability			
Severance pay liability	214.7	**181.6**	201.2
Finalizing unearned revenue	3.2	**3.4**	3.5
	217.9	**185.0**	204.7
Total Liabilities	629.8	**703.8**	647.0
Sale of surplus land reserve	71 4	**71.4**	71 4
Retained earnings	268.4	**278.7**	320.8
Total Liabilities & Equity	969.6	**1,053.9**	1,039.2

LAND MANAGEMENT SERVICES

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Statement of Earnings and Retained Earnings

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Recoveries			
Special Projects	84.1	**148.9**	148.9
Processing	751.9	**675.8**	660.7
Appraisal	1,350.1	**1,679.7**	1,531.5
Sales/Leasing	401.0	**419.9**	375.6
Other			
Total Recoveries	2,587 1	**2,924.3**	2,716.7
Expenses			
Salaries and Benefits	1,528.4	**1,859.6**	1,636.2
Expenses	772.6	**804.4**	788.3
Total Expenses	2,301.0	**2,664.0**	2,424.5
Net Earnings	286.1	**260.3**	292.2
Retained earnings, opening	232.3	**268.4**	278.7
Sale of surplus land reserve	71 4	**71.4**	71 4
Revenue Sharing	(250.0)	**(250.0)**	(250.0)
	53.7	**89.8**	100.1
Retained Earnings, closing	339.8	**350.1**	392.3

LAND MANAGEMENT SERVICES

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCING AUTHORITY

Pro-Forma Statement of Cash Flows

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Cash derived from (applied to)			
OPERATING			
Net Earnings	286.1	**260.3**	292.2
Amortization	140.6	**108.7**	111.5
Increase in pension liability			
Increase in severance pay liability	28.5	**(33.1)**	19.5
	455.2	**335.9**	423.2
Accounts receivable & work in progress	(171.2)	**(37.8)**	23.3
Receivable Province of Manitoba			
Prepaid expenses	(1.5)		
Change in payables and accruals	47.6	**25.5**	(17.4)
Funds held in Trust	(599.0)		
Unearned Revenue	(2.0)	**0.1**	0.2
Cash provided by operations	(270.9)	**323.7**	429.3
INVESTING:			
Acquisition of fixed assets	(190.0)	**(155.0)**	(120.0)
Pension Trust			
Special projects Trust		**(0.1)**	(0.2)
	(190.0)	**(155.1)**	(120.2)
FINANCING:			
Revenue sharing	(250.0)	**(250.0)**	(250.0)
	(440.0)	**(405.1)**	(370.2)
Net increase (decrease) in cash	(710.9)	**(81.4)**	59.1
Cash and working capital payable	623.9	**(87.0)**	(168.4)
End of year closing	(87.0)	**(168.4)**	(109.3)

MATERIALS DISTRIBUTION AGENCY

BACKGROUND

In 1974, Materials Distribution was created to cost effectively provide common items to departments and certain boards, commissions, and agencies of the Crown. On April 1 1993, the Branch became Manitoba's second Special Operating Agency known as Materials Distribution Agency (MDA). Since then, MDA has assumed responsibility for distribution of home care medical supplies and equipment to Manitobans and later for the distribution of supplies for Manitobans with Special and the warehousing and distribution services for the Manitoba Textbook Bureau.

RESPONSIBILITY

The Materials Distribution Agency provides supplies for eight different commodities including stationery and office supplies; Laboratory X-ray ultrasound and ECG supplies; janitorial supplies; medical supplies; reproductive health supplies; office furnishings; furniture; and computer software; licences and manuals.

MDA also manages six different services including home care equipment rental; warehousing inventory and distribution services; office equipment service and rental; copy centre management; and transportation, moving and storage services; and disposal services.

MISSION

MDA IS AN INDUSTRY LEADER COMMITTED TO PROVIDING EFFECTIVE PRODUCTS AND SERVICES THAT EXCEED CLIENT EXPECTATIONS

VISION

TO BECOME THE SUPPLIER OF CHOICE FOR THE PROVINCE OF MANITOBA'S MATERIAL MANGEMENT NEEDS INCLUDING THE PROVISION OF COMMON SUPPLIES, EQUIPMENT RENTAL, MOVING, STORAGE AND DISPOSAL.

ORGANIZATIONAL GOALS

- To increase employee job satisfaction and foster a respectful workplace;
- To sustain and improve customer service by developing the infrastructure; setting standards and meeting or exceeding customer needs; and
- To grow our business while maintaining or decreasing over government expenditures.

CRITICAL SUCCESS FACTORS

- *Personnel* – to provide an environment where staff are well trained and satisfied with their jobs, working conditions and future opportunities with the Agency

- *Client Support Service* --to provide excellent, professional service to government and public sector by improving standards and problem resolution that consistently meets the unique needs of our client base.

- *Marketing* – to promote a positive image of MDA, its services and products to existing and new clients to enhance opportunities.

- *Logistics* – to effectively and efficiently distribute products to meet client needs.

- *Finance and Technology* –to support MDA branches by providing sound accounting and stable responsive technology

- *Purchasing and Contracts* – to manage contracts and meet product requirements at the best prices and with minimal backorders.

SPECIAL OPERATING AGENCY STATUS

At the end of the fiscal year the Agency will have met a number of challenges since it became an SOA. The most significant milestones have included:

- Expanded market to include all Manitoba municipalities and Federal government offices located in Manitoba (1995/96);
- Integrated the Home Care Equipment and Supplies Program (HCESP) (1996/97);
- Integrated the Office Equipment Services (OES) program (1998/99);
- Implemented an interim financial management and inventory system (1999/00);
- Undertook a human resource and organizational review (2001/02);
- Implemented first phase of delivery of home care supplies and equipment to Manitobans with Special Needs (2001/02);
- Developed the province's RFP for the provision of Microsoft software (2001/02);
- Introduced first phase of electronic invoicing to government clients (2001/02);
- Undertook review of warehouse logistics and planning and implemented interior improvements (2001/02);
- Initiated business planning design and RFP development for web-integrated and electronic ordering system (2001/02);
- Restructured its personnel into more effective, focused operational groups (2002/03);
- Improved turnaround time for order delivery (2002/03);
- Introduced new electronic fulfillment shipping module (2002/03);
- Introduced electronic ordering through SAP for government clients (2002/03);
- Integrated Inventory Warehousing and Distribution of Publications for Manitoba Health (2002/03);
- Introduced electronic ordering for Employment & Income Assistance careworkers (2002/03).
- Integrated warehousing and distribution of textbooks on behalf of Manitoba Textbook Bureau (2002/03).
- Moved to new site at 1715 St. James Street (2003/04)
- Introduced first phase of core competency activities (2003/04).

2004/05 KEY TARGETS

MDA is focussing on improving its facilities, processes and service standards by

- Developing a centre of customer service excellence.
- Developing Standard Operating Procedure Manuals,
- Completing Core Competency Activities of role profiling, job description restructuring, succession planning and performance evaluation,
- Ensuring a two day turnaround time for medical orders 95% of the time, an average one (1) business day turnaround time for 98% on stationery for urban orders and an average of three (3) business day turnaround for 98% of rural orders.
- Completing its transition to a new accounting system, and

- Implementing electronic transfer of payment information from SAP to Great Plains for government clients and from the WRHA to Great Plains.

SPECIAL OPERATING AGENCY OVERVIEW

- Created in 1974 to provide centralized materials management services for government departments, boards, commissions, and agencies. On April 1 1993, Materials Distribution Agency (MDA) was approved as Manitoba's second SOA.

- Support services include:

  storage, disposal
  government office relocations
  management of key copy centres

- Manages:

  The Home Care Equipment and Supplies Program which entails the rental of over 22,000 pieces of medical equipment,
  The distribution operations of textbooks for the Manitoba Textbook Bureau.

- Provides logistics and maintenance support for a wide range of office equipment.

- 55 FTE (regular) and 8.5 FTE (term) staff

- New facility at 1715 St. James Street has over 75,000 square feet of office and warehouse space and consolidates operations under one roof.

MATERIALS DISTRIBUTION AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Balance Sheet

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Assets			
Current			
Cash & cash equivalents	1,947.0	**1,349.0**	1,342.0
Accounts Receivable	2,236.0	**2,427.0**	2,115.0
Accounts Receivable Province of Manitoba	288.0	**288.0**	288.0
Inventories	1 400.0	**1,600.0**	1,700.0
Prepaid expenses	76.0	**90.0**	95.0
	5,947.0	**5,754.0**	5,540.0
Capital Assets	695.0	**620.0**	625.0
Other Assets	545.0	**550.0**	555.0
	1,240.0	**1,170.0**	1 180.0
Total Assets	7 187.0	**6,924.0**	6,720.0
Liabilities			
Current			
Payables and accruals	1,800.0	**1,761.0**	1,771.0
Severance liability	220.0	**220.0**	210.0
	2,020.0	**1,981.0**	1,981.0
Equity			
Contributed Equity	1,246.0	**1,246.0**	1,246.0
Retained Earnings	3,921.0	**3,697.0**	3,478.0
	5,167.0	**4,943.0**	4,724.0
Total Liabilities & Equity	7 187.0	**6,924.0**	6,705.0

MATERIALS DISTRIBUTION AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Statement of Earnings and Retained Earnings

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Revenue			
Sales	20,522.0	**20,070.0**	20,393.0
Less: Cost of goods sold	(16,078.0)	**(15,416.0)**	(15,682.0)
Gross Profit	4,444.0	**4,654.0**	4,711.0
Expenses			
Salaries and Pension Benefits	2,647.0	**3,015.0**	3,061.0
Operating costs	784.0	**790.0**	796.0
Administrative Expenses	740.0	**728.0**	728.0
	4,171.0	**4,533.0**	4,585.0
Income from Operations	273.0	**121.0**	126.0
Other Income and Expenses	87.0	**55.0**	55.0
Net Income before Revenue Sharing	360.0	**176.0**	181.0
Revenue Sharing to the Consolidated Fund	(400.0)	**(400.0)**	(400.0)
Contribution to community & other gov't programs			
Retained Earnings, beginning of year	3,961.0	**3,921.0**	3,697.0
Retained Earnings, end of year	3,921.0	**3,697.0**	3,478.0

MATERIALS DISTRIBUTION AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Statement of Changes in Financial Position

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Cash flows from operating activities			
Net Income before Revenue sharing	360.0	**176.0**	181.0
Amortization	225.0	**255.0**	250.0
Change in accounts receivable	950.0	**(191.0)**	312.0
Change in inventory	209.0	**(200.0)**	(100.0)
Change in prepaid	6.0	**(14.0)**	(5.0)
Change in accounts payable	(607.0)	**(39.0)**	10.0
Change in severance liability	(26.0)		(10.0)
Net cash provided by operating activities	1 117.0	**(13.0)**	638.0
Cash flows from investing activities			
Purchase of Capital & Other Assets	225.0	**185.0**	260.0
Net cash used in investment activities	225.0	**185.0**	260.0
Cash flows from financing activities			
Revenue sharing	400.0	**400.0**	400.0
Net Cash used in financing activities	400.0	**400.0**	400.0
Net Increase (decrease) in cash	492.0	**(598.0)**	(22.0)
Working Capital, beginning of year	1 455.0	**1,947.0**	1,349.0
Working Capital, end of year	1,947.0	**1,349.0**	1,327.0

MAIL MANAGEMENT AGENCY

BACKGROUND

In 1956 Postal Services was created as a branch of the Manitoba Government to provide a centralized mail services program. It was established to achieve economies of scale and to lower overall mail distribution and processing costs to government. On April 1 1996 the branch was approved as an SOA, and operates as Mail Management Agency

RESPONSIBILITY

The Agency is responsible for providing centralized postal management and for controlling postage costs to the Manitoba Government. It offers a full complement of products and services related to mail finishing, processing, digital printing, and distribution. This includes pickup and delivery of Canada Post and interdepartmental mail, affixing the most economical postage for mail to the public and allocating these costs to the originating program, providing technical support to clients, negotiating contracts to reduce postage, and inter-city courier and providing service according to the franking privileges of members of the Legislative Assembly

VISION

TO PROVIDE CENTRALIZED, ONE-STOP CORRESPONDENCE DISTRIBUTION SERVICES TO ALL LEVELS OF GOVERNMENT

MISSION

TO ENABLE ITS CLIENTS TO EXPEDITE THEIR PRODUCTS, INFORMATION, AND CORRESPONDENCE THROUGH THE MOST APPROPRIATE DISTRIBUTION ALTERNATIVE

PRINCIPLES

- Provide superior service at reasonable cost;
- Develop lasting and satisfactory business relationships with customers;
- Promote team work and open communications;
- Encourage employee skill improvement, career planning and innovation;
- Demonstrate and promote organizational integrity

CRITICAL SUCCESS FACTORS

- Ensure products and services are profitable and adopt new products and services to meet customer demand;
- Consolidate existing mail operations, eliminating duplication of services;
- Retain current customers and develop new markets in the broader public sector
- Address organizational requirements and concerns in a timely manner
- Foster a positive, safe working environment.

SPECIAL OPERATING AGENCY STATUS

2004/2005 is the ninth year for Mail Management to operate as an SOA. As an SOA, Mail Management more closely resembles a private sector business operation with emphasis on customer service and bottom line performance. This operating structure has helped the Agency improve its services to clients while reducing the provincial government's overall distribution costs. The Agency's rate structure for its products and services is developed on a fully loaded, full cost recovery basis.

2004/2005 KEY OBJECTIVES

Marketing:

- Develop a more structured approach to customer relationship management;
- Increase customer base;
- Consolidate Manitoba Government mail operations into one corporate process, eliminating duplication of services resulting in cost savings to government;
- Promote digital printing to key clients.

Operations:

- Acquire new Finishing equipment and plan future capital asset requirements;
- Review and update existing operational standards;
- Improve operational processes.

Human Resources:

- Improve the performance appraisal and review process;
- Provide training to assist employees with continual change;
- Increase employee job satisfaction.

Finances:

- Achieve positive financial results as outlined in the pro-forma financial statements.

MAIL MANAGEMENT AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Balance Sheet

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Assets			
Cash and short term investments			
Current			
Accounts receivable	772.0	**793.0**	820.0
Accounts receivable Province of Manitoba	124.0	**124.0**	124.0
Prepaid Expenses	105.0	**106.0**	113.0
	1,001.0	**1,023.0**	1,057.0
Capital Assets	220.0	**234.0**	391.0
Other Assets			
Pension Trust			
Total Assets	1,221.0	**1,257.0**	1 448.0
Liabilities			
Current			
Working Capital payable	374.0	**367.0**	438.0
Accounts payables and accrued liabilities	319.0	**294.0**	326.0
Current portion of obligations under capital lease	33.0	**33.0**	24.0
	726.0	**694.0**	788.0
Obligation under capital lease	80.0	**48.0**	24.0
Severance liability	75.0	**84.0**	94.0
	881.0	**826.0**	906.0
Equity			
Contributed Equity	51.0	**51.0**	51.0
Retained Earnings	289.0	**380.0**	491.0
	340.0	**431.0**	542.0
Total Liabilities & Equity	1,221.0	**1,257.0**	1 448.0

MAIL MANAGEMENT AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Statement of Earnings and Retained Earnings

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Revenue			
Processing	5,351.0	**5,540.0**	5,707.0
Finishing	369.0	**389.0**	389.0
Inter-department mail	572.0	**663.0**	707.0
Printing	143.0	**148.0**	170.0
Contract administration	63.0	**66.0**	66.0
Total Revenue	6,498.0	**6,806.0**	7,039.0
Expenses			
Amortization	90.0	**82.0**	109.0
Communication	10.0	**10.0**	10.0
Couner	156.0	**162.0**	164.0
Employee benefits	139.0	**142.0**	144.0
Equipment leases	23.0	**20.0**	23.0
Equipment maintenance	73.0	**68.0**	71.0
Interest	19.0	**23.0**	34.0
Miscellaneous operating	34.0	**29.0**	32.0
Network	25.0	**25.0**	22.0
Occupancy	116.0	**120.0**	120.0
Office	36.0	**31.0**	31.0
Postage	4,912.0	**5,153.0**	5,307.0
Professional fees	6.0	**4.0**	4.0
Salaries	804.0	**818.0**	828.0
Subcontract	21.0	**28.0**	29.0
Total Expenses	6,464.0	**6,715.0**	6,928.0
Net Earnings	34.0	**91.0**	111.0
Retained Earnings, beginning of year	255.0	**289.0**	380.0
Retained Earnings, end of year	289.0	**380.0**	491.0

MAIL MANAGEMENT AGENCY

AN AGENCY OF THE SPECIAL OPERATING AGENCIES FINANCIAL AUTHORITY

Pro-Forma Statement of Cash Flows

$(000s)

	Mar 31/04	**Mar 31/05**	Mar 31/06
Operating Activities			
Net Earnings	34.0	**91.0**	111.0
Add: Non-cash charges			
Amortization	90.0	**82.0**	109.0
	124.0	**173.0**	220.0
(Increase) decrease in non-cash working capital			
Accounts receivable	(9.0)	**(21.0)**	(27.0)
Prepaid expenses	16.0	**(1.0)**	(7.0)
Due from Province			
Accounts payable and accrued liabilities	182.0	**(25.0)**	32.0
Severance liability	(1.0)	**9.0**	10.0
	188.0	**(38.0)**	8.0
Net cash provided by (used in) operating activities	312.0	**135.0**	228.0
Financing Activities			
Decrease in obligation under capital lease	(40.0)	**(32.0)**	(33.0)
Investing Activities			
Additions to capital assets	(15.0)	**(96.0)**	(266.0)
Increase in long-term investments			
	(15.0)	**(96.0)**	(266.0)
Increase (decrease) in cash	257.0	**7.0**	(71.0)
Bank Indebtedness, beginning of year	(631.0)	**(374.0)**	(367.0)
Bank indebtedness, end of year	(374.0)	**(367.0)**	(438.0)
Represented by:			
Working capital payable	(374.0)	**(367.0)**	(438.0)

PART 6

GLOSSARY

GLOSSARY

Cost Element

A cost element is a classification of expenditures according to the nature of expense such as salaries, supplies and services, etc., which identifies the object of expenditure out of appropriation funds. The government accounting system tracks expenditures according to the following cost element groups:

Cost Element Group	***Components***
Salaries	Regular Earnings, Other Earnings, (overtime, shift premium), Ministers and Members of the Legislative Assembly Fringe Benefits, Other (Worker's Compensation Allowance, Supplement), Health and Education Tax Levy Benefit Chargeback.
Grants and Transfer Payments	Discretionary Grant, Nondiscretionary Grant, Transfer Payment, Valuation Allowance, Capital Grant.
Transportation	Vehicles, Aircraft, Other (taxi, bus, freight, rail), Travel Agency Fees, Freight/Courier
Communication	Telephone, Electronic Communication Services, Postal Services, Advertising/Program Promotion, Radio Systems, Other
Supplies and Services	Operating Supplies, Materials, Office Supplies, Maintenance, Other Services, Rentals, Professional Services, Utilities, Other Fees.
Public Debt	Credit/Debit Card Fees, Gain/Loss on Foreign Exchange, Interest on Debt, Discount on Debt, Amortization – Debt, Interest Charges, Other Charges.
Minor Capital	Land, Buildings, Vehicles, Machinery & Equipment, Computers, Furniture, Leasehold Improvements, Loss on Sale of an Asset, Amortization Expense.
Other Operating	Accommodations, Food and Beverage, Computer Related Charges, Insurance Costs, Publications, Allowances and Other Financial Compensation, Other Personnel Costs (relocation/transfer costs), Other Operating (membership fees, hospitality employee training, uniforms, conference/convention registration fees, incidental allowances), Imputed Surcharges.
Financial Assistance and Related Costs	Clothing for Citizens, Fees and Services, Assistance Payments (food, shelter allowances, utilities), Transportation Health, Special Needs.

Employee Benefits

Costs incurred by government for its contributions to the Employment Insurance Program, Canada Pension Plan, the Group Life Insurance Plan, Ambulance, Hospital Semi-Private Plan, as well as costs related to pension liability for new employees, and payments made under the Dental Plan, Long-Term Disability Plan, and Levy for Health & Post Secondary Education.

Estimates of Expenditure (Adjusted)

A re-alignment of the previous year's estimates of expenditure for any organizational change to provide for more accurate and realistic comparisons from one budget year to the next.

Full Time Equivalent

A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (e.g., term, departmental, sessional, contract) are measured in proportional equivalents, e.g., a program with a vote of 1.50 term FTE could hire staff in any

combination that results in a total of 1 1/2 years (or 78 weeks) of employment (e.g., 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full-time and 1 half-time staff for 1 year; 3 half-time staff for 1 year etc.).

For further information related to staffing, please refer to the Civil Service Commission's intranet website (HR Personnel/Guides/SAP HR Data Standards).

Staff Categories

Managerial

Positions which have been delegated the authority and have the responsibility to plan, administer and control the resources and activities of a defined organizational unit in the Manitoba Government, and are directly and fully accountable for:

- the utilization of resources in achieving planned objectives including the development of a budget and the initiation and authorization of expenditures; and,
- the organization's results and impacts.

Professional/Technical

Employees who have duties that relate to specific areas of program operations requiring some functional specialization.

Included in this category are employees classified within the following components and/or series:

Education
Health
Legal, Inspection and Regulatory
Physical Sciences
Social Sciences
Trades, Operations and Services
Personnel Officer Series
Administration (with the exception of the Administrative Officer Series)
Engineers (O.P.E.E.P.M.)
Legal Aid Lawyers (L.A.L.A.)
Crown Attorneys (M.A.C.A.)
Doctors (M.M.A.)
L.A.M.C. Staff
Professional Officer Series

NOTE: Those employees designated as managers and also classified within one of the above components or the excluded component shall be categorized only once, as managerial.

Administrative Support

Employees who have duties related to the provision of support and assistance to program operations.

Included in this category are employees classified within the Clerical Component or the Administrative Officer Series.

Staff Turnover Allowance

An adjustment made to a salaries account to allow for attrition and staff turnover It is a negative adjustment to enable the organization to more accurately display salary requirements.